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Decent work, toxic leadership and work motivation: an empirical research with workers

Constança Miguel de Seabra Correia Casqueira (e-mail: cconstancamiguel@gmail.com)

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Acknowledgements

Note to readers

The present dissertation does not follow the norms demanded by the Faculty of Psychology and Education Sciences, because it was written in the format of an article according to the specificities of the journal Paidéia.

According to Paidéia's norms, the article is limited to 25 pages, including abstract, *resumo*, *resumen*, figures, tables and references. The text is formatted with double lining (distance of 1 cm between lines), justified, in font Times New Roman, size 12, across the text. The A4 format is adopted, with 2.5cm margins (upper, lower, left and right) and indentation of the first line of the paragraph: tab=1.25cm.

The text starts with an introduction (the heading Introduction is not necessary) and includes the following headings: Method (including the subheadings Participants, Instruments, Procedure and Ethical Considerations) Results and Discussion. The subheading Procedure is subdivided into Data collection and Data analysis.

In the article, Figures and Tables are inserted after References section, and there are no attachments and appendices. However, in the present dissertation, Figures and Tables are presented in the body of the text for a better reading and understanding, and an Appendix section was added to show pertinent content.

Formatting of the manuscript, tables, figures and other elements are complying with the APA manual.

The article has already been submitted and the document proving the submission is in Appendix 1.

Abstract

Decent Work (DW) and Toxic Leadership (TL) are concepts studied globally due to their relevance for workers, leaders, employers and society in general. The aim of this study is to investigate the moderation or mediation effects of TL in DW predicting Work Motivation (WM). Data was collected through the Decent Work Questionnaire, the Toxic Leadership Scale, and the Multidimensional Work Motivation Scale applied to 850 Portuguese workers. Multiple hierarchical regressions were performed and partially supported the hypothesis that higher levels of TL tend to undermine the positive effect of DW on WM. *Unpredictability* had most impact on *Opportunities* predicting *Identified* work motivation; and *Abusive Supervision* had most impact on *Retribution* predicting *Intrinsic* work motivation. These findings are relevant both to research and practice, suggesting the prevention of TL to enable other positive outcomes to occur in people inside organizations.

Keywords: Decent work, Toxic leadership, Work motivation, Moderation effect, Hierarchical multiple regression.

Resumo

O Trabalho Digno (TD) e a Liderança Tóxica (LT) são conceitos estudados globalmente devido à sua relevância para os trabalhadores, líderes, empregados e a sociedade, em geral. O principal objetivo desta investigação é estudar os efeitos de moderação ou mediação da LT no TD na previsão da Motivação para o Trabalho (MT). Os dados foram recolhidos através do *Decent Work Questionnaire*, da *Toxic Leadership Scale* e da *Multidimensional Work Motivation Scale*, aplicados a 850 trabalhadores portugueses. Através da análise de regressões múltiplas hierárquicas, confirmou-se parcialmente a hipótese de que níveis altos de LT tendem a influenciar o efeito positivo do TD na MT. A *Imprevisibilidade* teve maior impacto na *Oportunidades* na previsão da MT *Identificada*; e a *Supervisão Abusiva* teve maior impacto na *Retribuição* na previsão da MT *Intrínseca*. Estes resultados são importantes tanto para a investigação como para a prática, sugerindo a prevenção da LT, de modo a permitir a ocorrência de resultados positivos nas pessoas dentro das organizações.

Palavras-chave: Trabalho Digno, Liderança Tóxica, Motivação para o trabalho, Efeito de moderação, Regressão múltipla hierárquica.

Resumen

El trabajo digno (TD) y el liderazgo tóxico (LT) son conceptos estudiados a nivel mundial debido a su relevancia para los trabajadores, los líderes, los empleadores y la sociedad en general. El objetivo de este estudio es investigar los efectos de moderación o de mediación de la LT en el TD en la predicción de la Motivación para el Trabajo (MT). Los datos se recolectaron a través del *Decent Work Questionnaire*, de la *Toxic Leadership Scale* y de la *Multidimensional Work Motivation Scale,* aplicados a 850 trabajadores portugueses. Mediante el análisis de regresiones jerárquicas múltiples, se confirmó parcialmente la hipótesis de que los niveles más altos de LT tienden a influenciar el efecto positivo del TD en la MT. La imprevisibilidad tuvo mayor impacto en las Oportunidades en la previsión de la MT

Identificada; y la Supervisión Abusiva tuvo el mayor impacto en la Retribución en la previsión de la MT Intrínseca. Estos hallazgos son relevantes tanto para la investigación como para la práctica, lo que sugiere la prevención de la LT para permitir que ocurran otros resultados positivos en las personas dentro de las organizaciones.

Palabras clave: Trabajo decente, Liderazgo tóxico, Motivación laboral, Efecto de moderación, Regresión múltiple jerárquica.

Decent Work (DW), Work Motivation (WM) and Toxic Leadership (TL) are concepts studied worldwide. They are relevant for workers, employers, organizations and society in general. In this article, we aim to study the role of TL as moderator or mediator in the effect of DW on WM.

Leadership has been a crucial topic of study for many years and most research is focused on successful or effective leadership. However, it is also important to understand the nature and consequences of dysfunctional leadership. Research has called one of the counter-virtuous types of leadership as *Toxic Leadership*, since it predicted it has mainly negative consequences for subordinates and organizations (e.g., Tepper, 2007; Schmidt, 2008; Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012) and those consequences can be labeled *toxic*.

The relationship between DW and WM has already been empirically supported in previous studies (e.g, Ferraro, dos Santos, Pais, & Moreira, 2017). On the other hand, the impact of TL on WM has not been studied so far, although some authors have mentioned a lack of motivation as a consequence of bad leadership in the workplace (e.g., Pelletier, 2010). In this study we underline the concept of TL as an important variable since it is a type of leadership that can be considered as bad and therefore we can expect it to have a negative role in the work motivation processes. Additionally, no existing research has analyzed the relationships between TL, DW and WM together, so the main aim of this study is to verify the moderator or mediator role of TL in the DW effect on WM.

DW was introduced by the International Labour Organization (ILO), in 1999, in order to promote "opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity" (ILO, 1999, p.3). DW is defined as highly effective and qualified work in good production, in a social and safe environment. It represents work that makes employees satisfied by allowing them to express their knowledge, abilities and skills. Moreover, it is well-paid work in which workers' rights and dignity are protected (Marković, 2012).

Authors have described DW as an integrating concept of different dimensions (Ferraro, Pais, dos Santos, 2015; Ferraro, dos Santos, Pais, & Mónico, 2016; Ferraro et al., 2017) and have also developed a questionnaire measuring workers' perception of DW (Decent Work Questionnaire – DWQ) –structured in seven dimensions: 1. *Fundamental principles and values at work*, corresponding to people's perception of being respected, accepted, fairly treated and having a voice within a trustful environment; 2. *Adequate working time and workload*, measuring the balance between working time, time for family and personal life, and workload; 3. *Fulfilling and productive work,* measuring workers' perception that their work is productive and pleasurable through the fulfilment that comes from accomplishing work; 4. *Meaningful retribution for the exercise of citizenship*, measuring earnings while allowing autonomy and independence to be a citizen; 5. *Social protection*, measuring social security that provides workers and their families with protection in retirement, illness and unemployment; 6. *Opportunities,* measuring perception of the possibility of improved earnings, professional

development and the freedom to choose alternative work; 7. *Health and safety*, measuring working conditions concerning physical health and security or a safe working environment (Ferraro et al., 2016). Item examples are presented in the instruments section.

Moreover, DW is associated with quality of work life, since it "comprises fair and appropriate compensation, working conditions, the opportunity to use and develop workers' capabilities, the opportunity for continuous growth and safety, social integration at work, constitutionalism, work itself and life as a whole, and the relevance of life at work" (Campos & Rueda, 2017, p. 66).

The present article studies WM based on the Self-Determination Theory (SDT) developed by Deci and Ryan (1985), which refers to the experience of being engaged in activities that are intrinsically or extrinsically motivating respectively, in a meaningful and self-regulated manner.

SDT suggests a model operationalized in six different types of WM on a continuum: 1. *Amotivation* is defined as the lack of motivation towards an activity; 2. *Extrinsic material motivation* refers to doing an activity to obtain material rewards, such as money; 3. *Extrinsic social motivation* is related to the avoidance of social punishment and the pursuit of positive appraisal; 4. *Introjected motivation* refers to the regulation of behavior out of internally pressuring forces, such as ego-involvement, shame and guilt. 5. *Identified motivation* refers to doing an activity because one identifies with its value or meaning and considers one's work as very important for society; 6. *Intrinsic motivation* is defined as doing an activity because it is interesting and enjoyable in itself (Gagné & Deci, 2005; Gagné, Forest, Vansteenkiste, Crevier-braud, Broeck, Aspeli, & Westbye, 2015). To be able to use SDT in the field of organizational behavior, Gagné et al., (2015) developed the Multidimensional Work Motivation Scale (MWMS), including these six dimensions, which is described in more detail in the instruments section.

These types of WM are divided between autonomous motivation and controlled motivation (Gagné & Deci, 2005). Autonomous motivation is characterized by people being engaged in an activity with a full sense of willingness, interest, volition, and choice (Deci, Olafsen, & Ryan, 2017). In contrast, controlled motivation refers to activities with a sense of pressure, and that are externally motivated, but in which a person chooses to engage with the intention of obtaining a desired consequence or avoiding an undesired one. According to this theory, these varied types of extrinsic motivation are salient to different degrees in workplaces (Howard, Gagné, Morin, & Broeck, 2016).

The main reason for choosing to approach WM from the perspective of self-determination theory is its ability to describe those complex phenomena accurately. Moreover, the subtle differences that distinguish the various types of work motivation are captured when using the specific measure developed within this theory. That measure has shown very good psychometric properties is previous studies.

In general, all aspects of DW seem to have an impact on WM, with positive relationships regarding identified and intrinsic work motivation (Ferraro et al., 2017). In fact, the ILO's concept of DW is psychologically relevant since it is positively related to the higher forms of work motivation. In contrast, decent work deficits seem to undermine work motivation (Ferraro et al., 2017). Likewise, SDT also suggests that both employees' performance and their well-being are affected by the type of motivation they have for their job activities (Deci, Olafsen, & Ryan, 2017). More specifically, SDT expects that more autonomous forms of motivation will predict greater persistence, performance quality, and well-being over time than will controlled forms, and that each of these types of motivation will be systematically related to leadership styles, work conditions and pay contingencies (Howard et al., 2016).

Regarding leadership, it is known that leaders play an important role in building a civil workplace (Porath & Pearson, 2010) and in promoting high-quality worker motivation and

wellness, in order to contribute to long-term organizational health, customer satisfaction and loyalty, and financial success (e.g., Doshi & McGregor, 2015).

TL has become a focal interest for many organizations in recent years. Some early articles hypothesized that this type of leadership has negative consequences for subordinates and organizations, such as implications for workers' health (e.g., psychological distress) (Dyck, 2001) and their performance (Tepper, 2007), absenteeism (Macklem, 2005) and turnover (Tepper, 2000). In fact, more recent research suggests that those who experience TL are more likely to feel less satisfaction at work and less organizational commitment, and less likely to engage in organizational citizenship behaviors (Rafferty & Restubog, 2011; Tepper, 2007).

Furthermore, TL has even been found to damage personal relationships, increasing conflicts between subordinates and their co-workers, as well as emerging work-life conflicts (e.g., Carlson, Ferguson, & Whitten, 2011). For instance, studies have shown that TL is negatively related to work group cohesion, and positively correlated with work group interpersonal deviance, i.e. subordinates have abusive behaviors towards their colleagues (Mawritz et al., 2012).

Below, we describe the five dimensions of the Toxic Leadership Scale (TLS) proposed by Schmidt (2008) in order to perform an examination of subordinates' outcomes that may result from working under a toxic leader: 1. *Abusive supervision*, defined as a frequent demonstration of hostile verbal and non-verbal behaviors, excluding physical contact, by the leader (Tepper, 2000). 2. *Authoritarian leadership,* when a leader exercises complete authority and control over subordinates and demands unquestionable obedience from them (Cheng, Chou, Wu, Huang, & Farh, 2004). 3. *Narcissism,* focused on self-oriented actions designed to primarily enhance the self for oneself, which means that a leader who is narcissistic is motivated by self-interest and lacks empathy or sensitivity to others (Schmidt, 2008).4. *Self-promotion*, when leaders behave to promote their own interests above and beyond the interest of subordinates (Schmidt, 2008). 5. *Unpredictability*, when a leader is inconsistent in their way of reacting and behaving (Schmidt, 2008).

Nevertheless, as mentioned earlier, there is a gap in the literature regarding the relationship between TL and WM. In fact, most research has focused on the consequences of TL for subordinates and organizations, such as job satisfaction and organizational commitment (e.g., Tepper, 2007). However, some authors such as Hon (2012) have already studied the association between leadership and motivation, finding that when leaders were empowering (i.e., supportive autonomy), workers were more autonomously motivated; but if leaders were pressuring and coercive, workers were less motivated.

The present research being focused on the mediator and moderator role of TL in the effect of DW on WM may help in designing strategies and practices to promote autonomous types of work motivation (identified and intrinsic). It is expected that higher levels of TL tend to undermine the relationship between DW and WM, and lower levels tend to strengthen that relationship.

Method

Participants

Our sample is composed of 850 Portuguese workers (42% male and 56% female), with ages varying from 18 to 69 years old ($M = 39.4$; $SD = 11.8$). In terms of education, 34% have a college diploma and almost 40% have a university degree. They have on average 11.38 years of professional experience and 22% of them have a leadership role or were in a management

position at the moment of data collection. Concerning the type of employment, 63% have a permanent contract, 30% are temporary, and only 5% are sole traders (payment by invoice). Most of them work in the private sector (71%), while 27% work in the public sector. Furthermore, the majority of participants have worked in the current job for more than one year (77%); work in the tertiary sector (39%); work in an organization with between 10 and 50 co-workers (39%); and earn an average monthly salary of between € 501 and € 1000 (52%). The inclusion criteria to be a participant were: (a) being currently employed for at least 6 months; (b) having 3 months of contact with a direct supervisor or manager. Retired people, self-employed workers and the unemployed were excluded.

Instruments

Decent Work Questionnaire (DWQ). A 31-item questionnaire from Ferraro, Pais, dos Santos, & Moreira (2016) developed to measure DW dimensions of the work context from the perceptions of workers was applied. It includes a global DW score and seven dimensions: 1. *Fundamental Principles and Values at Work* (e.g., 'I'm treated with dignity in my work'); 2. *Adequate Working Time and Workload* (e.g., 'My work schedule allows me to manage my life well'); *3. Fulfilling and Productive Work* (e.g., 'My job contributes to my personal and professional fulfillment'); 4. *Meaningful Retribution for the Exercise of Citizenship* (e.g., 'What I get from my work allows me to live with dignity and autonomy'); 5. *Social Protection* (e.g., 'I feel I'll be protected in case of illness with social insurance, social programs'); 6. *Opportunities* (e.g., 'I think I have possibilities to progress professionally'); and 7. *Health and Safety*. 'I have what I need to work safely'. Participants answered each statement using a 5-point Likert scale from 1 = 'I do not agree at all' to 5 = 'I completely agree'.

The fit for the factorial model was obtained through NFI=.87; SRMR=.06; TLI=.89; CFI=.90; RMSEA=.06 showing an acceptable fit (Schumacker & Lomax, 1996; Kline, 2011). Cronbach's alphas of the factors showed good internal consistency, as well as the overall scale ($\alpha > .80$). Composite Reliability for all factors was also adequate, as they were higher than .70 (Fornell & Larcker, 1981; Hair, Black, Babin & Anderson, 2009). In the AVE, only the factors of Principles, Fulfilling and Opportunities were below .50, which is considered an acceptable value for extracted variance, indicating the presence of convergent reliability between the items of each factor. All the other factors showed AVE above .50.

Multidimensional Work Motivation Scale (MWMS). A 19-item scale from Gagné et al. (2015) based on self-determination theory (Gagné & Deci, 2005) was applied. It evaluates six different types of work motivation on a continuum: *Amotivation* (e.g., 'I don't make an effort because I feel my job is a waste of time'), *Material External Regulation* (e.g., 'Because I will get financial rewards only if I work hard enough, for example, from my hierarchy superiors, my employer'), *Social External Regulation* (e.g., 'To get approval from other people, for example, my superiors, co-workers, family'), *Introjected Regulation* (e.g., 'Because otherwise I will be ashamed of myself'), *Identified Regulation* (e.g., 'Because putting effort into this job is aligned with my personal values'), and *Intrinsic Motivation* (e.g., 'Because what I do is interesting').

Participants have to answer the question 'Why do you make or would you make an effort in your current job?'. Each item was answered on a 7-point Likert scale, from 1 = 'nothing' to 7 = 'completely'. The Portuguese version of the MWMS was previously validated by dos Santos, (in progress) and is the version applied in the present research.

The fit indices obtained for this model were good considering NFI= .94; SRMR= .05; TLI= .94; CFI= .95, and acceptable for RMSEA= .06. Cronbach's alphas of the factors showed

good internal consistency, as well as the overall scale ($\alpha > .80$). Composite reliability was also satisfactory (Fornell & Larcker, 1981). While all factors presented an AVE greater than .50; only the Introjected Regulation factor was below .50.

Toxic Leadership Scale (TLS). A 29-item scale from Schmidt (2008) composed of five dimensions named *Abusive Supervision* (e.g., 'My leader tells subordinates that they are incompetent'), *Authoritarian Leadership* (e.g., 'My leader takes all decisions of the department, section, organic unit they are in charge of, whether important or not'), *Narcissism* (e.g., 'My leader thinks they are more capable than the others'), *Self-promotion* (e.g., 'My leader acts thinking about his next promotion'), and *Unpredictability (e.g.,* 'My leader expresses anger to his subordinates without apparent reason'), as described earlier. Participants answered questions about their leader's behavior using a 6-point scale from 1= 'I disagree completely – my leader isn't like that' to 6= 'I agree completely – my leader is exactly like that'.

After correlating some errors inside each factor based on modification indices, the model fit was good according to NFI=.912; SRMR=.041; TLI=.921; CFI=.947; and acceptable for RMSEA=.067. The Cronbach's alpha for the scale and for all factors showed good internal consistency ($\alpha > .80$). The standardized regression weights of this model ranged from .55 to .90. The composite reliability indices of all the factors were satisfactory. In the AVE, all factors were above acceptable, except for the *Authoritarian Leadership* factor which presented a value of .49.

Procedure

Data collection. The questionnaire containing the instruments mentioned was administered individually by Psychology students between 2016 and 2017, as part of a larger research project focusing on Decent Work, Work Motivation and Psychological Capital developed within a partnership between three Portuguese Public Universities. The students participating in data collection as part of their competencies development in psychology received appropriate training. They were required to sign a responsibility term.

Data Analysis. All the analysis was made using the SPSS statistical program and AMOS version 22.0 for Windows (IBM Corp. Released 2013). Confirmatory factorial analysis was performed with the AMOS estimation method by maximum likelihood. Goodness of fit was analyzed by the indexes of NFI, SRMR, TLI, CFI, and RMSEA (Schumacker & Lomax, 1996; Kline, 2011). The normality of the variables was measured by the coefficients of Skewness (SK) and Kurtosis (Ku) and outliers were analyzed according to the Mahalanobis squared distance (Tabacknick & Fidell, 2007). Reliability was calculated by Cronbach's alpha (Nunally, 1978) and the value of .80 was taken as a good reliability indicator (Hair et al., 2009). Composite reliability and the AVE for each factor were evaluated as described in Fornell and Larcker (1981).

The assumptions of the multiple regression models were analyzed, namely normal distribution, homogeneity and independence of errors. The first two assumptions were validated graphically; for the last one, validation was obtained through the Durbin-Watson statistic, with desirable values between 1.80 and 2.06.

The VIF was used to diagnose multicollinearity. However, none of the variables in study were found to be collinear, since they reveal values no greater than 1.48.

Ethical considerations. Data collection followed ethical standards and technical procedures. Participants signed an informed consent and were informed about the voluntary nature of

participating in the study and the possibility to withdraw from the research at any moment. To ensure confidentiality and anonymity, the questionnaires and the informed consent were stored separately. Ethical approval was obtained by an ethical committee hosted in a university.

Results

In Table 1, concerning correlations between DW and WM, we see that all dimensions of DW are negatively correlated with *Amotivation*, but positively correlated with *Identified* and *Intrinsic* motivations, whereas *Fulfilling* presents the largest correlation with *Intrinsic Motivation* (r=.58, R^2= 33.64% of shared variance) as well as with *Identified* (r=.46, R^2= 21.16% of shared variance).

All the correlations between the seven dimensions of DW and the five dimensions of the TL are negative, with *Principles* having the largest negative correlations with *Abusive Supervision* (r=-.47, R^2= 22.09% of shared variance) and *Authoritarian Leadership* (r=-.47, R^2= 22.09% of shared variance).

Correlations between WM and TL reveal that *Intrinsic* and *Identified* motivations are negatively correlated with all dimensions of TL, and positively correlated with *Amotivation*, especially with *Abusive Supervision* (r=.25, R^2= 6.25% of shared variance).

In order to analyze the prediction of WM from DW and TL, a multiple hierarchical regression analysis was performed after controlling for socio-demographic variables (see Table 2). Regarding model 1, socio-demographic variables showed a significant influence, although with poor effect size, varying between R^2=1% for *Amotivation* and *Social Motivation*, and R^2=7% for *Material Motivation*. However, when DW dimensions, presented in model 2 as predictors, are added to model 1, there is an increase of explained variance concerning *Identified* and *Intrinsic* motivations (ΔR^2=.20 e .32, respectively). On the other hand, when TL dimensions, presented in model 3, are added as predictors to previous models, the added explained variance is very low. In fact, TL does not predict *Introjected* and *Intrinsic* motivations, and contributes slightly to predicting the other WM dimensions, with values between R^2=1% and R^2=4%.

Table 1

Mean, standard-deviation, coefficients of internal consistency (Cronbach's alphas) and intercorrelation matrix between Decent Work (DW), Work Motivation (MWMS), Toxic Leadership (TLS), and socio-demographic variables

	M	DP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
DWQ																									
Principles (1)	3.46	.77	(.84)	.61**	.56**	.52**	.45**	.54**	.56**	-.24**	.00	.06	.05	.19**	.32**	-.43**	-.47**	-.43**	-.37**	-.47**	-.09**	-.11**	.04	-.09**	.15**
Time/Load (2)	3.08	.89		(.80)	.38**	.47**	.46**	.42**	.48**	-.18**	.00	.05	.06	.14**	.22**	-.24**	-.29**	-.25**	-.22**	-.28**	-.04	-.06	.00	-.06	.07*
Fulfilling (3)	3.68	.77			(.81)	.49**	.41**	.42**	.38**	-.29**	-.02	-.01	.23**	.46**	.58**	-.16**	-.20**	-.15**	-.10**	-.17**	.03	.07*	.16**	.10**	.20**
Retribution (4)	2.90	1.03				(.89)	.64**	.45**	.44**	-.20**	.01	.04	.04	.15**	.26**	-.14**	-.19**	-.16**	-.13**	-.19**	-.84*	-.08*	.16**	-.03	.20**
Social Protection (5)	2.65	.97					(.82)	.39**	.48**	-.10**	.07	.08*	.05	.10**	.17**	-.13**	-.20**	-.20**	-.12**	-.18**	-.11**	.01	.05	.04	.12**
Opportunities (6)	3.17	.92						(.76)	.36**	-.13**	.01	.12**	.02	.09*	.29**	-.10**	-.09*	-.14**	-.07*	-.16**	-.23**	-.27**	.05	-.25**	.22**
Health and Safety (7)	3.33	.97							(.84)	-.15**	.02	.11**	.08*	.13**	.22**	-.25**	-.30**	-.27**	-.21**	-.29**	-.02	-.04	.05	-.06	.09**
MWMS																									
Amotivation (8)	1.55	1.09								(.88)	.09	.22**	-.05	-.24**	-.26**	.13**	.25**	.15**	.11**	.20**	-.06	.00	-.08*	.07	-.08*
Material (9)	3.82	1.81									(.83)	.50**	.31**	.05	.02	.02	.02	.03	.08*	.08*	-.12**	-.14**	-.18**	-.15**	-.04
Social (10)	2.92	1.69										(.87)	.33**	.08*	.03	.03	.03	.06	.06	.07*	-.03	-.02	-.12**	.02	-.03
Introjected (11)	4.65	1.54											(.81)	.57**	.37**	.01	-.02	.03	.03	.01	.11**	.08*	.01	.08*	.07
Identified (12)	5.60	1.38												(.87)	.63**	-.10**	-.13**	-.08*	-.06	-.11**	.14**	.10**	.12**	.10**	.11**
Intrinsic (13)	4.69	1.60													(.92)	-.09**	-.14**	-.12**	-.08*	-.15**	.10**	.07	.14**	.06	.16**
TLS																									
Self-promotion (14)	2.38	1.34														(.89)	.74**	.73**	.77**	.70**	-.02	.06	-.01	.06	.02
Abusive supervision (15)	2.17	1.19															(.88)	.77**	.70**	.79**	-.01	.01	-.06	.01	.03
Unpredictability (16)	2.66	1.40																(.91)	.70	.73**	.00	.04	-.03	.05	.03
Narcissism (17)	2.98	1.48																	(.88)	.74**	-.00	.08*	-.01	.08*	.03
Authoritarian leadership (18)	2.57	1.09																		(.94)	-.03	.10**	-.04	.03	.00
Gender (19)	1.57	.50																			1	.11**	.11**	.10**	-.11**
Age (20)	39.42	11.82																				1	-.20**	.70**	.14**
Education (21)	5.80	2.08																					1	-.12**	.07*
Years in the organization (22)	11.38	10.71																						1	.14**
Leadership role (23)	.22	.41																							1

*p ≤ .05; **p ≤ .01

Table 2

Hierarchical multiple regression of work motivation (MWMS) expected from decent work (model 2) and toxic leadership (model 3) after controlling for socio-demographic variables (model 1): correlation (R) and determination (R²) coefficients, standard-error (SE) and ANOVA's F

Predictors:	Model 1						Model 2						Model 3					
	Socio-demographic variables						Decent work						Toxic Leadership					
Dependent variables: WM (MWMS' dimensions)	*R*	R²	ΔR²	R²aj	SE	F	*R*	R²	ΔR²	R²aj	SE	F	*R*	R²	ΔR²	R²aj	SE	F
Amotivation	.11	.01	-	.01	1.09	(2,827)= 4.85**	.32	.10	.09	.09	1.04	(9,820)= 10.04***	.38	.14	.04	.13	1.02	(14,815)= 6.61***
Material	.27	.07	-	.07	1.76	(4,810)= 15.43***	.29	.09	.02	.07	1.75	(11,803)= 6.84***	.33	.11	.02	.09	1.74	(16,798)= 6.03***
Social	.12	.01	-	.01	1.69	(1,837)= 12.22***	.15	.02	.01	.01	1.69	(8,830)= 2.28*	.18	.03	.01	.02	1.68	(13,825)= 2.09**
Introjected	.13	.02	-	.01	1.53	(3,819)= 5.00**	.27	.07	.06	.06	1.49	(10,812)= 6.53***	.28	.08	.00	.06	1.49	(15,807)= 4.59***
Identified	.24	.06	-	.05	1.34	(5,801)= 10.03***	.51	.26	.20	.25	1.20	(12,794)= 23.02***	.51	.27	.01	.25	1.20	(17,789)= 16.69***
Intrinsic	.23	.05	-	.05	1.57	(3,813)= 15.11***	.61	.37	.32	.36	1.29	(10,806)= 47.14***	.61	.37	.00	.36	1.28	(15,801)= 31.84***

*$p \leq .05$; **$p \leq .01$; ***$p \leq .001$

Table 3 presents the standardized regression coefficients of WM predicted from DW and TL, after controlling for socio-demographic variables. Concerning WM expected from DW, the dimension of *Fulfilling* was the most significant predictor. It predicted *Amotivation* negatively (β =.-22), but predicted *Introjected* (β =.28), *Identified* (β =.53) and *Intrinsic* (β =.58) motivations positively. Regarding WM expected from TL after controlling for DW dimensions and socio-demographic variables, *Abusive Supervision* was the most significant, predicting positively *Amotivation* (β = .30).

Table 3

Hierarchical multiple regression of work motivation predicted from decent work (model 2) and toxic leadership (model 3) after controlling for socio-demographic variables (model 1): standardized regression coefficients

		Dependent variables					
		Amotivation	*Material*	*Social*	*Introjected*	*Identified*	*Intrinsic*
	Predictors	*β*	*B*	*β*	*β*	*β*	*β*
Model 1	Gender	-	-.06	-	.08*	.09**	.09**
	Age	-	-.13**	-	.02	.06	-
	Education	-.01	-.21	-.12***	-	.06	.04
	Years in the organization	-	-.07	-	.02	-.02	-
	Leadership role	-.03	-	-	-	.03	0.4
Model 2	**DWQ**						
	Principles	-.00	.02	.02	-.08	-.08	-.02
	Time/Load	-.03	-.03	-.03	.03	.05	.02
	Fulfilling	-.22***	-.02	-.05	.28***	.53***	.58***
	Retribution	-.11*	-.01	-.01	-.08	-.05	-.03
	Social Protection	.11**	.06	.10*	.00	-.05	-.09*
	Opportunities	.00	.04	.01	-.01	-.05	.08*
	Health and Safety	.01	.10*	.01	.05	-.01	.01
Model 3	**TLS**						
	Self-promotion	-.09	-.06	-.06	.02	-.03	.07
	Abusive supervision	.30***	-.13*	-.10	-.08	-.09	-.02
	Unpredictability	-.04	.01	.09	.08	.07	-.02
	Narcissism	-.08	.12*	.05	-.01	.03	-.00
	Authoritarian leadership	.07	.17**	.09	.04	-.05	-.08

*p ≤ .05; **p ≤ .01; ***p ≤ .001

After adopting the Baron and Kenny (1986) model in establishing mediation, we verified there was no mediating effect of TL on WM predicted by DW. So we proceed to study the moderation effects of TL's dimensions.

In terms of the global scale, TL has no moderation effect between DW and WM. In contrast, analyzing all TL dimensions individually, we found significant moderation effects. We only analyze the most relevant ones: *Opportunities* and *Unpredictability*, in predicting *Identified Motivation* (see Figure 1) and *Retribution* and *Abusive Supervision*, in predicting *Intrinsic Motivation* (see Figure 2).

In the first moderation analysis, there was a main effect of the variable *Opportunities*, where higher levels of *Opportunities* predicted higher levels of *Identified*

Motivation (β =.07; *p* ≤.05). Likewise, there was a significant main effect of *Unpredictability*, whereas higher levels of *Unpredictability* predicted less *Identified Motivation* (β =-.07; *p* ≤.05). Regarding the moderator effect of *Opportunities* and *Unpredictability* (β =-.08; *p* ≤.05), when the levels of *Opportunities* were low, *Identified Motivation* was low, independently of higher or lower levels of *Unpredictability*; however, when *Opportunities* were high, we verified that higher levels of *Unpredictability* led to lower levels of *Identified Motivation*, despite lower levels of *Unpredictability* predicting higher scores of *Identified Motivation* (see Figure 1).
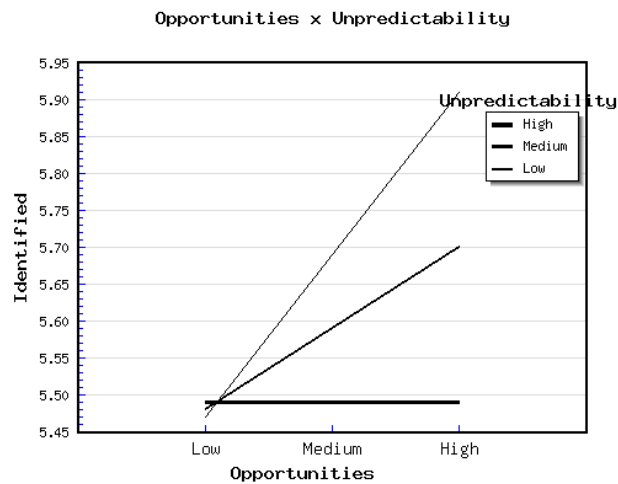
Figure 1. Moderator effect between Opportunities and Unpredictability, in predicting Identified work motivation.

In the second moderation effect (see Figure 2), there was a main effect of the variable *Retribution* (β=.24; *p* ≤.001), in which higher levels of *Retribution* predicted more *Intrinsic Motivation*. On the other hand, although with a smaller effect size, the main effect of *Abusive Supervision* was equally significant (β=-.08; *p* ≤.05), in which higher levels of *Abusive Supervision* predicted lower scores in *Intrinsic Motivation*. Concerning the moderator effect of *Abusive Supervision* in predicting *Intrinsic Motivation* (β=.07; *p* ≤.05), we verify that when the level of *Retribution* was high, the *Intrinsic Motivation* was high whether *Abusive Supervision* was present or not. However, when the level of *Retribution* was low and *Abusive Supervision* was high, *Intrinsic Motivation* significantly decreased. On the other hand, when *Abusive Supervision* was low, *Intrinsic Motivation* tended to increase.
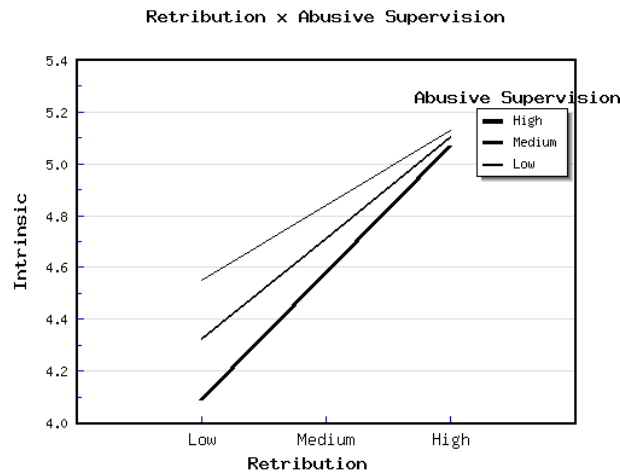
Figure 2. Moderator effect between Retribution and Abusive supervision, in predicting Intrinsic work motivation.

Discussion

The aim of this paper was to study the moderator and mediator effects of TL on the DW effect on WM. We intended to see if adding the dimensions of TL in the relationship between DW and WM would affect that relationship. In this sense, we intended to verify which TL dimensions would have a greater influence on that relationship.

In terms of the correlations between DW dimensions and WM dimensions, we see that if a person feels fulfilled from accomplishing their work, their *Identified* and *Intrinsic* work motivations will be higher, as the individual does their job because it is interesting and enjoyable in itself, or because they identify with its value or meaning. In contrast, when a person does not perceive their work as decent and worthy, there will be lack of motivation to do that work. Correlating DW dimensions and TL dimensions, it was shown that if the leader is someone who has hostile behaviors, asserting absolute authority over subordinates, who is narcissistic, inconsistent in their emotions and actions, and promotes their own interest above and beyond those of others, an individual's perception of their work as dignified is weak. Correlations between WM dimensions and TL dimensions reveal that the higher the abusive, unpredictable, narcissistic and authoritarian behaviors of the leader, the lower the subordinate's interest in doing their job with pleasure and identifying with its values.

Through the hierarchical multiple regressions, our strongest conclusion is that what explains WM dimensions is mainly DW and not TL, especially in *Identified* and *Intrinsic* motivations. That is, TL does not have a strong impact on worker motivation, compared to DW.

Concerning the moderation effects we consider most relevant, *Unpredictability* was the TL dimension with the greatest impact on the DW dimension *Opportunities* predicting *Identified* work motivation; and *Abusive Supervision* was the TL dimension with the greatest impact on the DW dimension *Retribution* predicting *Intrinsic* work motivation.

According to the first moderation effect analyzed, one possible interpretation is that when leaders are unpredictable, workers focus on how to deal with that *Unpredictability*, wasting their energy in coping with it. They are so concerned with the leader's behavior that they are not sensitive to the presence of *Opportunities* in their work, and thus, their *Identified* work motivation is not affected.

On the other hand, if the leader is predictable, workers no longer have to worry about having to deal with *Unpredictability*, and therefore become more sensitive to the presence or absence of the *Opportunities* offered by their work. Consequently, workers focus more on their work, increasing their *Identified* motivation. They perceive their work as more consistent with their personal goals and identities, as well as personally identifying with the importance or value of their work roles and behaviors. These conclusions are in accordance with what was expected, that is, higher levels of TL tend to undermine the relationship between DW and WM, and lower levels tend to strengthen that relationship.

In the second moderation effect studied, when *Retribution* is low, the toxicity represented by *Abusive Supervision* takes a prominent place in the interest of the work. In fact, workers with more abusive leaders feel less motivated than workers with less abusive leaders. On the other hand, when the *Retribution* is high, allowing full exercise of citizenship, they feel highly motivated and are interested and feel pleasure in doing their work, whether the leader is abusive or not. It was expected that higher levels of TL would undermine the relationship between DW and WM, but in this case that does not happen. People earning more are less affected by *Abusive Supervision* in their *Intrinsic Motivation*, and so apparently money nullifies the variation resulting from the leader being more or less abusive. These results are in line with studies conducted by Ferraro et al. (2017), which show that meaningful *Retribution* to exercise citizenship has the highest positive relation with higher types of work motivation (*Identified* and *Intrinsic* work motivation). We have to mention that the DW factor related to earnings is linked to exercising citizenship, so a higher score just means the respondent feels their work allows earnings adequate for being a full citizen within society.

Ardichvili, Page and Wentiling (2003) suggest motivation as a key factor in organizations, where people consider themselves part of the organization and thus feel responsible for its success. Therefore, leaders play an important role in building a civil workplace (Porath & Pearson, 2010), and they must behave properly and provide the right working conditions, in order to make workers feel satisfied and fulfilled in their jobs.

This study presents some limitations. The cross sectional data means we have to be careful in establishing causality between variables. The self-reported data might bring the social desirability bias to the data, weakening its validity. Further studies with different research designs, whether qualitative, longitudinal or experimental, would help in clarifying the relationships found here between variables and in interpreting them.

Despite these limitations, this study contributes to a broader understanding of the impact promoted by TL, as well as the role of DW and WM. The results are relevant content for human resource management practices, strategies and policies. However, future research is needed to analyze the other moderation effects of TL in DW in predicting WM, regarding all dimensions, in order to support our findings. We also consider it important to examine TL's relationships with job characteristics, workplace, rewards and payment systems, since most existing research is related to transformational and transactional leadership (e.g., Hetland, Hetland, Andreassen, Pallesen, & Notelaers, 2011; Deci, Olafsen, & Ryan, 2017), and TL has distinct and particular dimensions, which deserve to be studied in detail. Finally, it would be interesting to replicate this study in other contexts and cultures, to verify similarities or differences in the results.

In conclusion, these concepts have been evolving throughout the years and they are particularly relevant for human resource management practices. It is important to make efforts to change toxic, narcissistic and abusive behaviors by leaders through structured actions of intentional development (dos Santos & Pais, 2015) and through attentive recruitment and selection strategies.

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Appendix 1 – Document proving the submission

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Submission Confirmation

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Seabra, Constança
Pais, Leonor
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Appendix 2 – Ethical Approval document

FPCEUC FACULDADE DE PSICOLOGIA
E DE CIÊNCIAS DA EDUCAÇÃO
· UNIVERSIDADE DE COIMBRA

Extrato das Deliberações da Comissão de Ética e Deontologia da Investigação em Psicologia

Reunião de 07 de janeiro de 2016

Aos sete dias do mês de janeiro de 2016, pelas 14 horas e 30 minutos, reuniu a Comissão de Ética e Deontologia da Investigação em Psicologia da Faculdade de Psicologia e de Ciências da Educação da Universidade de Coimbra. Entre outros assuntos, aprovou, por unanimidade, o projeto de investigação "Trabalho Digno (Decent Work), Motivação para o Trabalho e Capital Psicológico em Trabalhadores do Conhecimento", apresentado pela Doutoranda Tânia Ferraro Gilaberte da Silva.

Coimbra, 07 de janeiro de 2016

P'la CEDI/FPCEUC

Rui Paixão
(Professor Associado)

Appendix 3 – Informed consent given to the participants

Liderança e Trabalho

CONSENTIMENTO INFORMADO

O projeto "Liderança e Trabalho" é realizado por uma equipa de investigação da Universidade de Évora e da Universidade de Coimbra, pelos seguintes investigadores: Nuno Rebelo dos Santos (nrs@uevora.pt), Lisete Mónico (lisete.monico@fpce.uc.pt), Carla Semedo (cssemedo@uevora.pt) e Leonor Pais (leonorpais@fpce.uc.pt). É ainda membro da equipa de investigação o(a) estudante abaixo-assinado(a).

O/A participante abaixo-assinado/a:

a) Tem conhecimento de quais são os objetivos do projeto;
b) Teve oportunidade de esclarecer as questões que quis colocar;
c) Sabe que pode desistir de participar no projeto a qualquer momento durante as respostas às questões;
d) Sabe que o seu nome nunca será divulgado pela equipa de investigação (os dados individuais são confidenciais);
e) Sabe que pode solicitar uma síntese dos resultados obtidos deixando o seu endereço de e-mail ao/à aplicador/a;
f) Mantém a confidencialidade quanto à presente investigação até receber a síntese dos resultados obtidos.

A equipa de investigação compromete-se a:

a) Garantir ao participante o carácter voluntário da participação no presente estudo;
b) Prestar os esclarecimentos solicitados;
c) Utilizar parcimoniosamente o tempo disponibilizado pelo participante;
d) Assegurar o anonimato das respostas e a confidencialidade dos protocolos individuais de resposta;
e) Utilizar os resultados da investigação apenas para fins de trabalhos académicos e respetivas publicações;
f) Apresentar os resultados de forma agrupada, impossibilitando a identificação individual dos respondentes;
g) Eliminar da base de dados, constituída pela totalidade das respostas, qualquer elemento identificador do autor de cada resposta.
h) Conduzir a investigação de acordo com o Código Deontológico da Ordem dos Psicólogos Portugueses.

Data:___/___/____

Participante:

Estudante-aplicador:

Investigador responsável:

Liderança e Trabalho

O presente conjunto de questões visa estudar alguns aspetos da liderança e do trabalho e da vida das pessoas. Não há respostas certas ou erradas. Cada resposta é válida se expressar com sinceridade o que o(a) respondente sente e percebe. Para responder basta colocar uma cruz sobre a opção escolhida. Caso se engane, risque a cruz errada e coloque a nova cruz na sua real resposta, colocando depois um círculo sobre a nova cruz. Cada conjunto de questões tem uma breve apresentação. Deve ler cuidadosamente a mesma para entender a que se referem. Se tiver alguma dúvida no entendimento das questões, por favor peça esclarecimento ao aplicador dos questionários.

Muito obrigado.

MWMS (Gagné & Forest et al, 2015)

O presente questionário refere-se ao modo como sente e percebe o seu trabalho. A palavra "trabalho" significando tanto as situações de exercício de uma profissão por conta própria, como as situações de emprego por conta de outrem. Responda **conforme se aplique à sua situação**. Considere que não há respostas certas ou erradas. Interessa que responda **conforme se aplica mais ou menos à sua situação**. Utilize a seguinte escala de respostas:

1=Nada; 2=Muito pouco; 3=Um pouco; 4=Moderadamente;
5=Fortemente; 6=Muito fortemente; 7=Completamente

Responda em todas as afirmações considerando a seguinte questão:
Por que motivo você se esforça ou se esforçaria no seu trabalho/emprego atual?

Afirmações:	Respostas						
1-Não me esforço porque na verdade sinto que o meu trabalho é uma perda de tempo	1	2	3	4	5	6	7
2-Eu faço pouco porque penso que este trabalho não é merecedor de esforços	1	2	3	4	5	6	7
3-Eu não sei porque estou neste trabalho, já que é um trabalho inútil	1	2	3	4	5	6	7
4-Para obter a aprovação de outras pessoas (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes…)	1	2	3	4	5	6	7
5-Porque outras pessoas me respeitarão mais (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes…)	1	2	3	4	5	6	7
6-Para evitar ser criticado por outras pessoas (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes…)	1	2	3	4	5	6	7
7-Porque somente se me esforçar o suficiente no meu trabalho conseguirei recompensas financeiras (por exemplo, do meu empregador, dos meus superiores hierárquicos…)	1	2	3	4	5	6	7
8-Porque somente se me esforçar o suficiente no meu trabalho me poderão oferecer mais estabilidade no trabalho (por exemplo, o meu empregador, os meus superiores hierárquicos…)	1	2	3	4	5	6	7
9-Porque me arrisco a perder o meu trabalho se não me esforçar o suficiente	1	2	3	4	5	6	7
10-Porque preciso de provar a mim mesmo(a) que consigo	1	2	3	4	5	6	7
11-Porque me faz sentir orgulho de mim mesmo(a)	1	2	3	4	5	6	7
12-Porque senão eu vou sentir vergonha de mim mesmo(a)	1	2	3	4	5	6	7
13-Porque senão me sinto mal comigo mesmo(a)	1	2	3	4	5	6	7
14-Porque pessoalmente considero importante esforçar-me neste trabalho	1	2	3	4	5	6	7

15-Porque esforçar-me neste trabalho está alinhado com os meus valores pessoais	1	2	3	4	5	6	7
16-Porque esforçar-me neste trabalho tem um significado pessoal para mim	1	2	3	4	5	6	7
17-Porque fazer o meu trabalho me diverte	1	2	3	4	5	6	7
18-Porque o que faço no meu trabalho é estimulante	1	2	3	4	5	6	7
19-Porque o trabalho que faço é interessante	1	2	3	4	5	6	7

TLS (Schmidt, 2008)

As questões que se seguem referem-se, uma vez mais, **ao seu superior hierárquico** o mesmo a que se referiu nas questões do bloco anterior. Por favor dê-nos a sua visão sobre o modo como ele/ela exerce a sua função. Utilize a seguinte escala de respostas:

1= Discordo totalmente (ele/ela não é nada assim); 2= Discordo; 3= Discordo ligeiramente;
4= Concordo ligeiramente; 5= Concordo; 6= Concordo totalmente (ele/ela é mesmo assim)

Responda em todas as afirmações considerando a seguinte questão:
O/A meu/minha superior(a) hierárquico(a)/chefe:

Afirmações	Respostas					
1.Ridiculariza os subordinados	1	2	3	4	5	6
2.Atribui responsabilidade aos subordinados por coisas que não fazem parte das suas funções	1	2	3	4	5	6
3.Não tem consideração pelos compromissos dos subordinados fora do trabalho	1	2	3	4	5	6
4.Fala com desconsideração sobre os seus subordinados a outras pessoas no local de trabalho	1	2	3	4	5	6
5.Rebaixa publicamente os subordinados	1	2	3	4	5	6
6. Relembra os subordinados das suas falhas e erros do passado	1	2	3	4	5	6
7.Diz aos subordinados que eles são incompetentes	1	2	3	4	5	6
8. Controla o modo como os subordinados realizam as suas tarefas	1	2	3	4	5	6
9. Invade a privacidade dos subordinados	1	2	3	4	5	6
10. Não permite que os subordinados prossigam os objetivos através de novas formas de trabalho	1	2	3	4	5	6
11. Ignora ideias que sejam contrárias às suas	1	2	3	4	5	6
12. É inflexível quanto às políticas da empresa/organização mesmo em circunstâncias especiais	1	2	3	4	5	6
13. Toma todas as decisões do departamento/secção/unidade orgânica que dirige, sejam ou não importantes	1	2	3	4	5	6
14. Sente-se com direitos especiais	1	2	3	4	5	6
15. Acha que está destinado(a) a chegar às posições mais elevadas da empresa/organização	1	2	3	4	5	6
16. Pensa que é mais capaz do que os(as) outros(as)	1	2	3	4	5	6
17. Considera que é uma pessoa extraordinária	1	2	3	4	5	6
18. Sente-se a engrandecer com elogios e homenagens pessoais	1	2	3	4	5	6
19. Muda drasticamente o seu comportamento quando o(a) seu(sua) superior(a) hierárquico(a) está presente	1	2	3	4	5	6
20. Nega responsabilidade por erros cometidos no departamento/secção/unidade orgânica que dirige	1	2	3	4	5	6
21. Só oferece ajuda às pessoas que lhe possam trazer vantagens	1	2	3	4	5	6
22. Aceita créditos por sucessos que não lhe pertencem	1	2	3	4	5	6
23. Atua a pensar na sua próxima promoção	1	2	3	4	5	6
24. Tem grandes explosões de humor	1	2	3	4	5	6

25. Permite que a sua disposição de momento determine o clima no local de trabalho	1	2	3	4	5	6
26. Expressa raiva aos subordinados sem razão aparente	1	2	3	4	5	6
27. Permite que a sua disposição afete o tom e o volume da sua voz	1	2	3	4	5	6
28. Varia no quanto é acessível	1	2	3	4	5	6
29. Os seus subordinados são obrigados a tentar descobrir o seu estado de espírito	1	2	3	4	5	6
30. Afeta as emoções dos subordinados quando está exaltado	1	2	3	4	5	6

DWQ – Versão Portuguesa – (Ferraro, Pais, dos Santos, & Moreira, 2016)

Este questionário pode ser respondido por qualquer pessoa que trabalha. Ele refere-se ao seu trabalho atual e ao contexto profissional no qual o realiza. Por 'contexto profissional' entenda o mercado de trabalho em geral (para alguém com as suas características profissionais), a(s) empresa(s)/organização(ões) onde eventualmente trabalhe, bem como a sua eventual atividade de prestador(a) de serviço (profissionais autónomos/liberais).

Não há respostas certas nem erradas. O importante é que avalie se concorda mais ou menos com as afirmações apresentadas. Utilize a seguinte escala de respostas:

1=Não concordo nada; 2=Concordo pouco; 3=Concordo moderadamente;
4=Concordo muito; 5=Concordo completamente.

Responda a todas as afirmações. Relembramos que elas se referem **ao seu trabalho atual e ao contexto profissional no qual o realiza**.

1. No meu trabalho estou protegido(a) de riscos para a minha saúde física.	1	2	3	4	5
2. Tenho perspetivas de ter uma aposentadoria/aposentação/reforma tranquila (pensão, previdência pública ou privada).	1	2	3	4	5
3. Considero adequada a quantidade média de horas que trabalho por dia.	1	2	3	4	5
4. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.	1	2	3	4	5
5. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).	1	2	3	4	5
6. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado).	1	2	3	4	5
7. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.	1	2	3	4	5
8. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).	1	2	3	4	5
9. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.	1	2	3	4	5
10. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.	1	2	3	4	5
11. No meu trabalho existe confiança entre as pessoas.	1	2	3	4	5
12. O meu trabalho contribui para assegurar o futuro das novas gerações.	1	2	3	4	5
13. Através do meu trabalho desenvolvo-me profissionalmente.	1	2	3	4	5
14. Um(a) profissional como eu pode criar o seu próprio emprego.	1	2	3	4	5
15. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.	1	2	3	4	5
16. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.	1	2	3	4	5
17. Penso que tenho perspetivas de melhorar a minha remuneração/salário/benefícios.	1	2	3	4	5
18. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.	1	2	3	4	5
19. O meu trabalho contribui para a minha realização (pessoal e profissional).	1	2	3	4	5
20. Disponho do que preciso para trabalhar com segurança.	1	2	3	4	5
21. Sou tratado(a) com dignidade no meu trabalho.	1	2	3	4	5
22. Sou livre para pensar e expressar o que penso sobre o meu trabalho.	1	2	3	4	5
23. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, humidade, etc).	1	2	3	4	5
24. No meu trabalho sou aceite tal como sou (independentemente de género, idade, etnia, religião, orientação política, etc).	1	2	3	4	5
25. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.	1	2	3	4	5

26. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).	1	2	3	4	5
27. Considero adequado o ritmo que o meu trabalho exige.	1	2	3	4	5
28. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.	1	2	3	4	5
29. O trabalho que realizo contribui para criar valor (para minha empresa/organização/clientes/sociedade, etc).	1	2	3	4	5
30. Considero digno o trabalho que realizo.	1	2	3	4	5
31. O que ganho financeiramente com o meu trabalho é justo.	1	2	3	4	5

Dados para fins exclusivamente estatísticos:

1 **Sexo**   ☐ Masculino   ☐ Feminino

2 **Idade**: _____ anos

3 **Há quantos anos trabalha na empresa/organização?** _____ anos

4 **Situação(ões) profissional(ais)**
(pode assinalar mais do que 1 situação)

☐ Trabalhador do Estado
☐ Trabalhador no setor privado

5 **Qual o vínculo que mantém com a organização?**

☐ Prestador de serviços (recibos verdes)
☐ Contrato a termo (certo ou incerto)
☐ Contrato sem termo /efetivo(**a**)

6 **No seu local de trabalho desempenha alguma função de chefia?**

☐ Sim   ☐ Não

7 **Grau de Escolaridade**

☐ Sabe ler e escrever sem possuir a 4ª classe
☐ 1º ciclo do ensino básico (ensino primário)
☐ 2º ciclo do ensino básico (6º ano)
☐ 3º ciclo do ensino básico (9º ano)
☐ Ensino Secundário (12º ano)
☐ Bacharelato
☐ Licenciatura em curso
☐ Pós-Graduação/Mestrado (pós Bolonha)/ Licenciatura Pré Bolonha
☐ Licenciatura concluída (pós-Bolonha)
☐ Mestrado Pré-Bolonha
☐ Doutoramento

8 **Setor de atividade da organização onde trabalha**

☐ Indústria Transformadora
☐ Indústria Extrativa
☐ Comércio por grosso e a retalho
☐ Alojamento e restauração
☐ Agricultura, pecuária, pescas
☐ Construção
☐ Produção e distribuição de eletricidade, gás e água
☐ Transportes e armazenagem
☐ Educação e ciência
☐ Saúde humana e apoio social
☐ Atividades imobiliárias, alugueres e serviços prestados às empresas
☐ Artes e indústrias criativas
☐ Tecnologia de informação e comunicações
☐ Outra. Qual?_____

9 **Dimensão da organização onde trabalha**

☐ Tem até 9 colaboradores
☐ Tem entre 10 e 50 colaboradores
☐ Tem entre 51 e 250 colaboradores
☐ Tem entre 251 e 500 colaboradores
☐ Tem entre 501 e 1000 colaboradores
☐ Tem mais de 1001 colaboradores

10 **Tempo de trabalho na função atual**
☐ **3 meses**
☐ **Mais de 3 e até 6 meses**
☐ **Mais de 6 meses e até 1 ano**
☐ **Mais de um ano**

11 **Indique, por favor, o seu vencimento líquido mensal (aquilo que recebe em média por mês)**

☐ Até 500 €
☐ Entre 501 e 1000 €
☐ Entre 1001 e 1500 €
☐ Entre 1501 e 2000 €
☐ Entre 2001 e 2500 €
☐ Entre 2501 e 3000 €
☐ Entre 3001 e 3500 €
☐ Entre 3501 e 4000 €
☐ Mais de 4000 €

12 **Há quanto tempo trabalha com o superior hierárquico a quem se referiu nos questionários?**

☐ **3 meses**
☐ **Mais de 3 e até 6 meses**
☐ **Mais de 6 meses e até 1 ano**
☐ **Mais de um ano**

Muito obrigado(a) pela sua colaboração