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Trabalho Digno, Motivação para o Trabalho e Capital Psicológico em Trabalhadores do Conhecimento

Tese de Doutoramento em Psicologia, com especialidade em Psicologia das Organizações, do Trabalho e dos Recursos Humanos, orientada pela Professora Doutora Leonor Maria Gonçalves Pacheco Pais e apresentada à Faculdade de Psicologia e de Ciências da Educação da Universidade de Coimbra.

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RESUMO

A presente dissertação apresenta a investigação realizada com o objetivo de estudar as relações entre Trabalho Digno (TD), Motivação para o trabalho e Capital Psicológico em trabalhadores do conhecimento portugueses e brasileiros.

Nos estudos aqui realizados, o TD é entendido como um trabalho (e um contexto laboral) que possibilita ao profissional exercer uma atividade realizante e produtiva; com perspectivas de desenvolvimento pessoal e profissional; na qual percebe que são tomadas decisões justas e equitativas; onde é tratado com respeito e aceitação; tem liberdade de expressão; recebe uma remuneração que lhe permite viver com autonomia e dignidade; está socialmente protegido; e são respeitadas as condições de saúde e segurança, com adequadas distribuição do tempo e carga de trabalho (ILO, 1999; Ferraro, Pais, dos Santos, & Moreira, 2016). A Motivação para o trabalho é aqui estudada na perspectiva da Teoria da Auto-determinação. Esta abordagem assume a Motivação para o trabalho como um conceito multidimensional, no qual diferentes tipos de motivação podem ser incentivados ou inibidos, num *continuum* entre a amotivação e a motivação intrínseca (Gagné & Deci, 2005; Gagné et al., 2015). Por fim, a consideração conjunta de quatro estados psicológicos positivos (auto-eficácia, esperança, otimismo e resiliência) configura a perspectiva por nós adotada no que concerne ao Capital Psicológico dos trabalhadores (Luthans, Youssef-Morgan, & Avolio, 2015).

Para uma melhor compreensão das relações entre as variáveis estudadas foram desenvolvidos estudos teóricos e empíricos. Os referidos estudos originaram dois artigos teórico-conceituais e dois artigos empíricos já publicados, e três outros artigos, relativos aos demais estudos empíricos, já submetidos a revistas da especialidade.

A apresentação dos diversos estudos é o elemento base orientador da estrutura de redação do presente trabalho que começa com a introdução geral, exposta no capítulo 1. A tarefa de perspetivar o constructo de ‘Trabalho Digno’ ao longo do seu percurso histórico consubstancia o capítulo 2 que integra o primeiro estudo teórico-conceitual. Este permite compreender o longo caminho recheado de acontecimentos históricos e recomendações legais que estiveram na origem deste conceito e que são determinantes da sua pertinência e

atualidade. Estas tangibilizam-se num conjunto de implicações para a gestão das organizações igualmente referido neste capítulo.

Importantes aspetos conceptuais do Trabalho Digno, elementos constituintes do segundo estudo teórico-conceptual realizado, são evidenciados e discutidos no capítulo 3: a responsabilidade de múltiplos *stakeholders* para a sua promoção; as diferenças culturais que podem interferir na expressão do Trabalho Digno; o seu aspeto dinâmico, evoluindo em decorrência dos avanços científicos; e a relevância da interdependência global para que seja possível atingir o Trabalho Digno plenamente.

Os estudos conceptuais referidos fundamentaram o passo seguinte: a operacionalização do conceito que viabilizou a construção e validação do Questionário de Trabalho Digno (em inglês: *Decent Work Questionnaire*, DWQ), apresentadas no capítulo 4 e que traduz o trabalho realizado no primeiro estudo empírico. A validação do DWQ envolveu 1675 participantes, 636 na amostra portuguesa e 1039 na amostra brasileira. Na sua primeira versão, o DWQ era constituído por 72 itens (apêndice E e F) que foram submetidos a análises fatoriais exploratória e confirmatória, conduzindo a uma versão final mais parcimoniosa de 31 itens (apêndice G). Foram identificados sete fatores, correspondentes a sete subescalas, e um escore global de DW (apêndice H). A validade convergente e a validade discriminante foram avaliadas, assim como a invariância da medida nas duas amostras (Portugal e Brasil).

No capítulo 5 é apresentado o segundo estudo empírico, referente às relações entre o Trabalho Digno e a Motivação para o Trabalho, analisadas através de correlações canónicas, e entre o Trabalho Digno e o PsyCap, através de regressão linear. Na recolha de dados, para além do DWQ, foram utilizados a *Multidimensional Work Motivation Scale* (MWMS), desenvolvida com base na Teoria da Auto-determinação (Gagné et al., 2015), e o *PsyCap Questionnaire* (PCQ; Luthans, Youssef, & Avolio, 2007), para mensuração, respetivamente, da Motivação para o Trabalho e do Capital Psicológico. A amostra deste estudo é constituída por 2912 participantes (1327 portugueses; 1585 brasileiros) e os resultados indicam que o TD pode ter um importante papel como preditor da Motivação para o Trabalho e do Capital Psicológico. Neste sentido, foram identificadas duas funções canónicas significativas que associam o Trabalho Digno à promoção das motivações mais autónomas e à prevenção da amotivação, assim como permitiram a identificação dos fatores de Trabalho Digno que mais se relacionam com o desenvolvimento do PsyCap.

O terceiro estudo empírico, apresentado no capítulo 6, evidencia a relação do Trabalho Digno com a Motivação para o Trabalho, o Engajamento no Trabalho e o *Burnout* num grupo específico de trabalhadores do conhecimento (TC), os médicos. Na recolha de dados, envolvendo 605 participantes, recorreu-se ao DWQ, à *Multidimensional Work Motivation Scale* (MWMS, Gagné et al., 2015), à *Utrecht Work Engagement Scale* (UWES; Schaufeli, Salanova, González-Romá, & Bakker, 2002) e à subescala de *Personal Burnout* do *Copenhagen Burnout Inventory* (CBI; Kristensen, Borritz, Villadsen, & Christensen, 2005). Recorrendo à análise de correlações canónicas, foram encontrados três mecanismos em funcionamento na amostra dos médicos portugueses ($n = 300$) e dois mecanismos na amostra dos médicos brasileiros ($n = 305$). Uma vez mais, os resultados sugerem que o Trabalho Digno tem um papel relevante na promoção das motivações para o trabalho mais autónomas e na diminuição da amotivação; tendo ainda um papel importante na promoção do Engajamento no Trabalho e na prevenção do *Burnout*. A percepção dos médicos do seu próprio trabalho como sendo realizante e produtivo parece ter um papel de destaque nos efeitos observados nas duas amostras.

O quarto estudo empírico, apresentado no capítulo 7, refere-se às relações entre o Trabalho Digno e a Motivação para o Trabalho numa amostra de advogados portugueses ($n = 343$) e brasileiros ($n = 268$). Na recolha de dados foram administrados o DWQ e a *Multidimensional Work Motivation Scale* (MWMS, Gagné et al., 2015). Foi utilizada a análise de correlações canónicas e encontrados dois mecanismos muito semelhantes em funcionamento nas duas amostras. Mais uma vez, os resultados sugerem que o Trabalho Digno, especialmente algumas das suas dimensões, tem um papel importante na promoção da Motivação para o Trabalho.

No capítulo 8 apresenta-se o quinto estudo empírico desenvolvido que é relativo ao teste de um modelo estrutural das relações entre o Trabalho Digno, a Motivação para o Trabalho e o PsyCap. A amostra deste estudo é constituída por 3004 participantes, tendo a amostra portuguesa 1353 participantes e a brasileira 1651. Os instrumentos utilizados na recolha de dados foram o DWQ, a MWMS e o PCQ, já anteriormente referenciados. Os resultados mostram um modelo ajustado, com o Trabalho Digno como preditor das motivações para o trabalho de natureza mais autónoma e inibidor da amotivação, contando com o PsyCap como mediador parcial das relações que se estabelecem com as motivações mais autónomas e, apenas na amostra portuguesa, com a regulação externa. Na amostra

brasileira, apenas a presença do PsyCap como mediador torna significativa a interação do Trabalho Digno com a Regulação Externa, destacando-se o seu papel nesta mediação completa.

No capítulo 9 sistematizam-se e discutem-se os principais resultados, explicitam-se as limitações dos estudos realizados e apresentam-se as implicações deles decorrentes para a gestão das organizações em geral e a relativa aos recursos humanos em particular. Por fim, são apresentadas as considerações finais e as perspectivas de desenvolvimento da investigação neste domínio.

Os resultados alcançados nos estudos, teóricos e empíricos, realizados representam um contributo original e inovador. Este contributo expressa-se, antes de mais, pela possibilidade de mensurar o Trabalho Digno por recurso a um instrumento validado que considera o nível individual de análise. Por seu intermédio, acede-se às perceções dos trabalhadores/profissionais quanto ao trabalho que realizam e ao contexto profissional em que este é realizado. Trata-se de algo tão mais relevante quanto a mensuração do Trabalho Digno tem ocorrido, exclusivamente, através de *labour surveys*, census ou monitorização das condições de trabalho por recurso a indicadores económicos e de enquadramento legal focados num nível macro de análise. Adicionalmente, o contributo dado expressa-se pelos resultados obtidos nos diversos estudos empíricos que fizeram emergir o trabalho realizante e produtivo como fator do TD com particular relevância nas amostras estudadas. O papel do TD como promotor da Motivação para o Trabalho e do PsyCap é outro resultado a destacar e que configura, igualmente, um contributo relevante. O desenvolvimento futuro dos estudos sobre Trabalho Digno numa perspetiva da Psicologia das Organizações, do Trabalho e dos Recursos Humanos poderá constituir um importante contributo numa lógica de melhoria da qualidade de vida no trabalho, do bem-estar dos diversos profissionais e consequentemente da sua performance.

Palavras-chave: Trabalho Digno; Motivação para o Trabalho; Capital Psicológico; trabalhadores do conhecimento; Engajamento no Trabalho; *Burnout*.

ABSTRACT

This dissertation presents the research carried out aiming to study relationships between Decent Work (DW), Work Motivation and Psychological Capital in Portuguese and Brazilian knowledge workers.

In the studies made here, DW is understood as work (and a work context) that lets the professional perform a fulfilling and productive activity; with prospects for personal and professional development; in which they perceive fair and equitable decisions are made; where they are treated with respect and acceptance; having freedom of expression; receiving remuneration that lets them live with autonomy and dignity; with social protection; and respect for health and safety conditions, with appropriate distribution of working time and workload (ILO, 1999; Ferraro, Pais, dos Santos, & Moreira, 2016). Work motivation is studied here from the perspective of Self-Determination Theory. This approach assumes Work motivation as a multidimensional concept, in which different types of motivation can be encouraged or inhibited, along a *continuum* between amotivation and intrinsic motivation (Gagné & Deci, 2005; Gagné et al., 2015). Finally, joint consideration of four positive psychological states (self-efficacy, hope, optimism and resilience) forms the perspective we adopt concerning workers' Psychological Capital (Luthans, Youssef-Morgan, & Avolio, 2015).

For better comprehension of relationships between the variables studied, theoretical and empirical studies were developed. Those studies originated two theoretical-conceptual articles and two empirical studies already published, and three other articles related to the other empirical studies, already submitted to specialized journals.

Presentation of the various studies is the basic element orienting the structure of the written work which begins with the general introduction, appearing in Chapter 1. The task of following the construct of 'Decent Work' throughout its historical development forms Chapter 2 including the first theoretical-conceptual study. This allows understanding of the long path marked by many historical events and legal recommendations that were at the origin of this concept and are determinants of its relevance and topicality. These form a number of implications for organizations' management, also referred to in this chapter.

Important conceptual aspects of Decent Work, elements included in the second theoretical-conceptual study carried out, are shown and discussed in Chapter 3: the responsibility of multiple stakeholders for its promotion; the cultural difference that can interfere in the expression of Decent Work; its dynamic aspect, evolving alongside scientific advances; and the relevance of global interdependence in making Decent Work fully achievable.

The conceptual studies mentioned were the basis of the next step: operationalization of the concept, which made it possible to construct and validate the *Decent Work Questionnaire* (DWQ), presented in Chapter 4 and representing the work carried out in the first empirical study. Validation of the DWQ involved 1675 participants, 636 in the Portuguese sample and 1039 in the Brazilian one. In its first version, the DWQ was made up of 72 items (appendices E and F) which were subject to exploratory and confirmatory factor analysis, leading to a shorter final version of 31 items (appendix G). Seven factors were identified, corresponding to seven subscales, and a global DW score (appendix H). Convergent validity and discriminant validity were assessed, as well as invariance of the measure in both samples (Portugal and Brazil).

Chapter 5 presents the second empirical study, referring to relationships between Decent Work and Work Motivation, analysed through canonical correlations, and between Decent Work and PsyCap, through linear regression. In data-collection, besides the DWQ, the Multidimensional Work Motivation Scale (MWMS), developed based on Self-Determination Theory (Gagné et al., 2015), and the PsyCap Questionnaire (PCQ) (Luthans, Youssef, & Avolio, 2007) were used to measure, respectively, Work Motivation and Psychological Capital. The sample of this study is made up of 2912 participants (1327 Portuguese; 1585 Brazilian) and the results indicate that DW can have an important role as a predictor of Work motivation and Psychological Capital. In this connection, two significant canonical functions were identified associating Decent Work with promotion of more autonomous motivations and prevention of amotivation, also identifying the factors of Decent Work most related to development of PsyCap.

The third empirical study, presented in Chapter 6, shows the relationship between Decent Work and Work motivation, Work engagement and Burnout in a specific group of knowledge workers (KW), physicians. In data-collection, involving 605 participants, the

DWQ, the Multidimensional Work Motivation Scale (MWMS, Gagné et al., 2015), the Utrecht Work Engagement Scale (UWES; Schaufeli, Salanova, González-Romá, & Bakker, 2002) and the Personal Burnout subscale of the Copenhagen Burnout Inventory (CBI; Kristensen, Borritz, Villadsen, & Christensen, 2005) were used. Through analysis of canonical correlations, three mechanisms were found in the sample of Portuguese doctors ($n = 300$) and two mechanisms in the sample of Brazilian doctors ($n = 305$). Once again, the results suggest that Decent Work has a relevant role in promoting more autonomous work motivations and in reducing amotivation; also having an important role in promoting work engagement and prevention of burnout. Doctors' perception of their own work as being fulfilling and productive seems to have a prominent role in the effects observed in both samples.

The fourth empirical study, presented in chapter 7, refers the relationship between Decent Work and Work motivation in a sample of Portuguese lawyers ($n = 343$) and Brazilian lawyers ($n = 268$). In the data collection were applied the DWQ and the Multidimensional Work Motivation Scale (MWMS, Gagné et al., 2015). The analysis of the canonical correlation was used and two very similar mechanisms were found in operation in the both samples. Once more, the results suggest that Decent Work, especially some of its dimensions, plays an important role in promoting work motivation.

Chapter 8 presents the fifth empirical study developed and relates to the test of a structural model of relationships between Decent Work, Work Motivation and PsyCap. The sample of this study is formed of 3004 participants, the Portuguese sample having 1353 participants and the Brazilian one 1651. The instruments used in data-collection were the DWQ, the MWMS and the PCQ, as mentioned above. The results show an adjusted model, with Decent Work as a predictor of Work motivations of a more autonomous nature and inhibiting amotivation, with PsyCap as a partial mediator of the relationships formed with more autonomous motivations and, only in the Portuguese sample, with external regulation. In the Brazilian sample, only the presence of PsyCap as a mediator makes the interaction between Decent Work and External Regulation significant, its role in this full mediation standing out.

Chapter 9 systemizes and discusses the main results, describes the limitations of the studies carried out and presents the resultant implications for organizational management in

general and human resources in particular. In concluding, final considerations and perspectives for research development in this domain are presented.

The results obtained in the theoretical and empirical studies represent an original and innovative contribution. This contribution is expressed, first of all, by the possibility of measuring Decent Work using a validated instrument that considers the individual level of analysis. It gives access to the perceptions of workers/professionals regarding the work they do and the professional context in which it is performed. This is extremely relevant given that measurement of Decent Work has resorted exclusively, through labour surveys, censuses or monitoring of working conditions, to economic indicators and legal frameworks focused on a macro-level of analysis. Furthermore, the contribution made is expressed in the results obtained in the various empirical studies which highlighted fulfilling and productive work as a particularly relevant factor of DW in the samples studied. The role of DW as a promoter of Work motivation and PsyCap is another result to highlight, also representing a relevant contribution. Future development of studies on Decent Work from a perspective of Work, Organizational and Personnel Psychology can be an important contribution with a view to improving the quality of working life, the well-being of diverse professionals and consequently their performance.

Key-words: Decent Work; Work Motivation; Psychological Capital; knowledge workers; Work engagement; burnout.

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CAPÍTULO 1

Introdução Geral

O conceito de Trabalho Digno (TD) foi proposto pela *International Labour Organization* em 1999 (ILO, 1999) procurando responder a questões de política internacional relativas ao trabalho. Desde então tem sido alvo de significativo desenvolvimento sendo incluído entre os *Sustainable Development Goals* (SDGs), como oitavo objectivo (United Nations, UN, 2015). Esta dissertação estuda as relações entre Trabalho Digno (*decent work*), Motivação para o trabalho (Gagné & Deci, 2005; Gagné et al., 2015) e Capital Psicológico (Luthans, Youssef, & Avolio, 2007; Luthans, Youssef-Morgan, & Avolio, 2015) em trabalhadores do conhecimento (TC) (Drucker, 1959, 1966; Nor & Daud, 2011), que intervêm em Portugal e no Brasil.

A avaliação da presença do Trabalho Digno numa perspetiva da Psicologia das Organizações, do Trabalho e dos Recursos Humanos (POTRH) é particularmente relevante se considerarmos a quase total ausência de estudos sobre ele nesta perspetiva, até ao momento. Propomo-nos justamente contribuir para o aprofundamento teórico-conceitual e empírico do TD a partir da perspetiva da POTRH, o que inclui a construção e validação de um instrumento que permita aceder às perceções dos trabalhadores/profissionais quanto ao seu próprio trabalho nas dimensões que constituem o conceito. Ao adotar a perspetiva dos trabalhadores, focamo-nos no nível individual de análise, permitindo ultrapassar as limitações decorrentes do facto de o TD ter vindo a ser estudado/mensurado, quase exclusivamente, considerando um nível macro de análise.

Antes da operacionalização do conceito, foi caracterizado o enquadramento histórico da sua emergência em 1999 (no âmbito da Conferência Internacional do Trabalho, ILO, 1999; Ferraro, dos Santos, Pais, & Mónico, 2016b). Partindo da sua proposição no contexto da ILO, foi identificado o enquadramento utilizado naquela instituição e que aborda onze facetas principais do TD (discutidas em Ferraro, Pais, & dos Santos, 2015). Considerando-se estas facetas, foram identificadas quatro características relevantes para o desenvolvimento teórico e prático do TD. A primeira refere-se à responsabilidade partilhada entre os múltiplos agentes sociais cuja ação tem impacto direto na promoção do TD. A segunda relaciona-se com a compatibilização necessária entre objetivos e valores universais (como os elencados na Declaração Universal dos Direitos Humanos, UN, 1948) e a importância de respeitar a diversidade cultural que se traduzirá em variações na expressão prática do TD. A terceira, o

seu caráter evolutivo, remete para a necessidade de atualização constante do conhecimento técnico e científico que tornam evolutiva qualquer mensuração do TD. Finalmente, a quarta relaciona-se com a atual interdependência global que determina que o *decent work deficit* num país ou região seja sempre, em certa medida, um problema global. Este conjunto de características (aprofundado em Ferraro, Pais, & dos Santos, 2015) demonstra a complexidade da aplicação do conceito de TD ao campo laboral, e destaca a necessidade de conciliar forças dinâmicas e por vezes contraditórias para que a realidade inclusiva presente na essência do TD se torne cotidiana na vida das pessoas. Isto implica que as medidas de TD precisem de envolver diferentes níveis de análise, para que os múltiplos *agentes sociais* tenham voz, o que fortalece a relevância da presente investigação.

Propomo-nos, ainda, estudar as relações passíveis de serem estabelecidas entre TD e outros constructos estudados na POTRH, concretamente a Motivação para o trabalho, o Capital Psicológico, o Engajamento no trabalho e o *Burnout*. Focar-nos-emos no nível individual de análise, na medida em que consideramos a perceção dos trabalhadores como ponto de vista a ser avaliado com a nossa medida.

Na abordagem à Motivação para o trabalho, fundamentámo-nos na Teoria da auto-determinação que preconiza que o trabalhador pode vivenciar diferentes tipos de motivação, existindo um *continuum* de auto-determinação que evolui da ‘amotivação’, passa por diferentes níveis de motivação extrínseca até atingir a motivação intrínseca (Gagné & Deci, 2005). Segundo estes autores, as condutas dos trabalhadores podem caracterizar-se, neste *continuum*, pelo grau em que são controladas versus autónomas. Além disso, seis tipos de motivação no trabalho: amotivação, motivação extrínseca (com regulação externa, regulação introjetada, regulação identificada e regulação integrada) e motivação intrínseca foram propostos (Gagné & Deci, 2005, p. 336). Estes tipos de motivação no trabalho são expressos por diferentes tipos de comportamento que representam níveis de motivação autónoma. Mais recentemente, Gagné et al. (2015) realizaram uma revisão deste modelo unindo a regulação integrada à motivação intrínseca, mantendo o nome da motivação intrínseca, o que sugere um forte pólo de motivação autónoma. Além disso, na atualização do modelo, a regulação externa foi subdividida entre a regulação material extrínseca e a regulação social extrínseca. A primeira é baseada na expectativa de recompensas materiais externas (por exemplo, dinheiro), e a segunda na expectativa de recompensas sociais externas (por exemplo, um elogio). Em ambas as situações a evitação de punição também é incluída.

A Teoria da auto-determinação também propõe que a competência, a autonomia e o relacionamento (ou a interação com as pessoas) são necessidades psicológicas essenciais. Os

trabalhadores procuram satisfazê-las no desempenho das suas funções. Quando atendidas, podem promover o desenvolvimento da motivação no sentido do *continuum* anteriormente descrito, indo da falta de regulação intencional (ou amotivação) para níveis mais altos de motivação autónoma (as motivações identificada e intrínseca). Trabalhadores com perceção de autonomia tendem a sentir maior bem-estar psicológico e comprometimento com a organização, enquanto a motivação controlada se associa positivamente a consequências negativas para o trabalhador e a organização (Fernet, 2013). Mládková, Zouharová, e Nový (2015) afirmam que a Motivação para o trabalho de TC é pouco estudada. Estes trabalhadores tendem a procurar desafios que envolvam o desenvolvimento da autonomia, da competência e o estabelecimento de relacionamentos que promovam a comunicação e a fluidez do trabalho que executam (Deci & Ryan, 2014; Richer, Blanchard, & Vallerand, 2002).

A investigação da Motivação para o trabalho de grupos profissionais específicos de TC, embora também escassa, apresenta um pouco mais de desenvolvimento. Nantha (2013) e Spooner, Chapple e Roland (2001) argumentam neste sentido no que se refere aos médicos no exercício profissional. Lubienska e Wozniak (2012, p. 79-80) afirmam a mesma ideia aplicada aos profissionais especializados no desenvolvimento de software. Lord e Farrington (2006) ressaltam que, independentemente da idade, a motivação intrínseca é a essência da Motivação para o trabalho de TC.

O conceito de Capital Psicológico (em inglês: *Psychological Capital* ou *PsyCap*) foi proposto por Luthans, Luthans e Luthans (2004) e Luthans e Youssef (2004) referindo-se a um constructo que emerge da combinação de quatro outros conceitos: auto-eficácia (Parker, 1998), esperança (Snyder, Sympton, Ybasco, Borders, Babyak, & Higgins, 1996), otimismo (Scheier & Carver, 1985) e resiliência (Wagnild & Young, 1993). Na conceptualização do PsyCap estes conceitos estão relacionados porque os trabalhadores com auto-eficácia (ou auto-confiança) esforçam-se para superar os desafios, perseveram para alcançar os objetivos (resiliência) e mantêm uma perceção otimista para o ‘agora’ (momento presente) e para o futuro (otimismo e esperança). Estes quatro conceitos representam, também, as quatro dimensões de PsyCap (Luthans, Avolio, Avey, & Norman, 2007; Luthans & Youssef, 2007) e são entendidos como estados e não traços de personalidade. Adicionalmente, a relação da Motivação para o trabalho com o Capital Psicológico não tem sido estudada. A pesquisa de resultado zero obtida em fevereiro de 2015 na EBSCO utilizando estas palavras chave conjuntamente e o mesmo resultado obtido em setembro de 2016 são evidências da afirmação efectuada. Este é também um contributo não negligenciável deste trabalho.

Torna-se relevante mencionar, ainda, a razão da escolha dos Trabalhadores do Conhecimento como foco da presente investigação. A mesma decorre do facto de estes constituírem os recursos humanos mais qualificados e escassos, devendo ser valorizados e estrategicamente geridos (Cardoso, Castro, & Gomes, 2011). A sua atuação pressupõe uma alta qualificação que, comumente, corresponde a elevados níveis de escolaridade, especialização e/ou experiência orientados para a criação, desenvolvimento, partilha e aplicação do conhecimento (Davenport, 2005). Centrámos, assim, o nosso estudo em quatro categorias profissionais, cujo exercício da profissão exige um grau académico e o uso ‘intensivo de conhecimento’: médicos, advogados, investigadores e professores universitários (profissões identificadas como integrando os TC; Davenport, 2005).

A intervenção destes profissionais é habitualmente associada a uma imagem que tendencialmente podemos considerar um estereótipo. De facto, a imagem que habitualmente a eles se associa é a de que intervêm em contextos de trabalho com condições ideais, sendo tratados com equidade e respeito, podendo participar das decisões que os afetam, detendo estabilidade no emprego e uma boa remuneração. Espera-se, ainda, que sejam trabalhadores com elevada empregabilidade, que disponham de grandes oportunidades de crescimento profissional e de excelentes condições de saúde e segurança no trabalho. Entretanto, particularmente nos últimos anos, muitos TC têm sido levados a aceitar postos de trabalho precários, com baixa remuneração e cada vez menos direitos laborais (Harney, Monks, Alexopoulos, Buckley, & Hogan, 2014; Lodovici & Semenza, 2012). Esta situação parece ser uma tendência recente, estando a afetar principalmente os trabalhadores mais jovens (Armano & Murgia, 2013) em início de carreira. Contudo, este tipo de problemas tem sido igualmente identificado noutros grupos etários. O foco da literatura sobre as dificuldades do trabalho precário tem-se concentrado no trabalho temporário e nos empregos contingenciais de trabalhadores em geral e pouca atenção tem sido dada aos TC (David, 2005; Redpath, Hurst, & Devine, 2009). Pelas razões apontadas consideramos que o estudo do TD em TC assume atualmente uma especial relevância, pois podemos estar face a défices de Trabalho Digno em trabalhadores qualificados. Por outro lado, o estudo do TD em TC ao contribuir para superar uma lacuna, contribui ainda para complementar o conhecimento até agora apenas detido neste domínio do conhecimento quanto ao trabalho indiferenciado ou que exige menos qualificação (ILO, 2016).

No contexto descrito, são objectivos específicos da investigação realizada: a) sistematizar os principais marcos históricos conducentes ao atual conceito de TD e identificar as implicações dele decorrentes para a gestão das organizações; b) analisar os onze elementos

substantivos do conceito de TD desenvolvidos pela ILO; c) Construir e validar uma medida da percepção dos trabalhadores sobre TD; d) aprofundar o conhecimento sobre TD, analisando as suas relações por um lado com a Motivação para o trabalho e, por outro, com o Capital Psicológico em TC (portugueses e brasileiros); e) analisar as relações entre TD, Motivação para o trabalho, Engajamento no trabalho e *Burnout* em médicos (portugueses e brasileiros); f) analisar as relações entre TD e Motivação para o trabalho em advogados (portugueses e brasileiros); g) avaliar o papel do TD como preditor de diferentes tipos de Motivação para o trabalho e explorar o papel do Capital Psicológico como mediador desta relação.

A apresentação dos estudos, teóricos e empíricos, realizados para concretizar os objectivos definidos é o elemento orientador da redação deste trabalho que se inicia com o capítulo 1 dedicado à introdução geral.

No capítulo 2 é apresentado o primeiro artigo teórico-conceptual (Ferraro, dos Santos, Pais, & Mónico, 2016b), centrado na evolução histórica do conceito de Trabalho Digno. São referidos acontecimentos relevantes associados ao percurso de desenvolvimento do constructo e recomendações legais que permitem compreender a sua actualidade e relevância e identificar implicações para a gestão das organizações.

No Capítulo 3 apresenta-se um segundo artigo de natureza teórico-conceptual (Ferraro, Pais, & dos Santos, 2015), onde são discutidos os onze elementos substantivos de Trabalho Digno propostos pela ILO (2008, 2013) e quatro características adicionais do conceito, relevantes para o desenvolvimento teórico e prático do TD. Nele se discutem ainda, como antes referimos, questões relativas à responsabilidade de múltiplos *stakeholders* para a sua promoção; às diferenças culturais que podem interferir na expressão do Trabalho Digno; ao seu aspeto dinâmico, evoluindo em decorrência dos avanços científicos; e à relevância da interdependência global para que seja possível atingir o Trabalho Digno plenamente.

A partir do capítulo 4 e até ao capítulo 8 (inclusive) são apresentados os artigos referentes aos estudos empíricos centrados nas relações entre o Trabalho Digno e outras variáveis estudadas na POTRH, tanto na amostra global quanto em amostras específicas.

No capítulo 4 apresenta-se o primeiro estudo empírico realizado (Ferraro, Pais, dos Santos, & Moreira, 2016c), onde se descreve o processo de construção e validação do Questionário de Trabalho Digno (em inglês: *Decent Work Questionnaire*, DWQ). Nele se dá conta do processo de avaliação das suas qualidades psicométricas, da fiabilidade, da validade convergente e discriminante, e da invariância da medida nos dois países em estudo. A validação do DWQ envolveu uma amostra composta por 1675 participantes, sendo 636 portugueses e 1039 brasileiros.

No capítulo 5 é apresentado o segundo estudo empírico (Ferraro, Moreira, dos Santos, Pais, & Sedmak, 2017b), referente ao estudo das relações do TD com a Motivação para o trabalho e o Capital Psicológico. As interações em estudo são escrutinadas a partir de correlações bivariadas e da análise de correlações canónicas. Na recolha de dados, para além do DWQ, recorreu-se à *Multidimensional Work Motivation Scale* (MWMS), desenvolvida com base na Teoria da auto-determinação (Gagné et al., 2015), e ao *PsyCap Questionnaire* (PCQ; Luthans, Youssef, & Avolio, 2007). A amostra deste estudo envolveu 2912 participantes (1327 portugueses; 1585 brasileiros).

No capítulo 6 relata-se o terceiro estudo empírico (Ferraro, dos Santos, Moreira, & Pais, 2016a), centrado nas interações entre TD, Motivação para o trabalho, Engajamento no trabalho e *Burnout* num grupo específico de trabalhadores do conhecimento (TC), os médicos. A recolha de dados envolveu um total de 605 participantes, 300 médicos portugueses e 305 médicos brasileiros. Os instrumentos de recolha de dados utilizados foram: o DWQ, a *Multidimensional Work Motivation Scale* (MWMS; Gagné et al., 2015), a *Utrecht Work Engagement Scale* (UWES; Schaufeli, Salanova, González-Romá, & Bakker, 2002) e a subescala de *Personal Burnout* do *Copenhagen Burnout Inventory* (CBI; Kristensen, Borritz, Villadsen, & Christensen, 2005). Na análise dos dados recorreu-se, mais uma vez, às correlações bivariadas e à análise de correlações canónicas.

No capítulo 7 é apresentado o quarto estudo empírico (Ferraro, dos Santos, Pais, & Moreira, 2017a), centrado nas interações entre TD e a Motivação para o trabalho dos advogados. A recolha de dados contou com um total de 611 participantes, 343 advogados portugueses e 268 brasileiros. Os instrumentos de recolha de dados utilizados foram: o DWQ, e a *Multidimensional Work Motivation Scale* (MWMS; Gagné et al., 2015). Na análise dos dados utilizaram-se correlações bivariadas e análise de correlações canónicas.

O quinto estudo empírico (Ferraro, Pais, Moreira, & dos Santos, 2017c) é apresentado no capítulo 8 e nele se testa o papel preditor do TD na promoção da Motivação para o trabalho, considerando o papel mediador do Capital Psicológico. A amostra deste estudo é constituída por 3004 participantes (1353 portugueses e 1651 brasileiros) e os instrumentos utilizados na recolha de dados foram o DWQ, a MWMS e o PCQ. Na análise dos dados recorreu-se a correlações bivariadas e a um modelo de equações estruturais.

O capítulo 9 é composto pela síntese e discussão integrada dos principais resultados, pelas limitações dos estudos realizados, implicações para a gestão das organizações, perspectivas de desenvolvimento futuro e considerações finais.

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CAPÍTULO 2

Historical Landmarks of Decent Work^{1,2}

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Conceptual paper

Historical landmarks of decent work

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Structured Abstract

Purpose: this article systemizes the main historical milestones which led to the current concept of decent work and presents some implications for business.

Approach: after presenting the scenario which gives a special meaning and importance to decent work, the historical landmarks are systematized until the definition of the Decent Work Agenda.

Findings: *Decent work* is a concept that has evolved since the ILO Foundation in 1919 and had several important steps throughout its development: Philadelphia Declaration in 1944, ILO constitution update in 1946, Universal Declaration of Human Rights in 1948, Human Development Report, first edition in 1990, World Summit for Social Development in 1995, ILO Declaration on Fundamental Principles and Rights at Work in 1998, World Economic Forum in 1999, Global Compact in 2000, United Nations Millennium Declaration in 2000, ILO Declaration on Social Justice for a Fair Globalization in 2008, Global Jobs Compact in 2009, and inclusion in the 2030 Agenda for Sustainable Development. Throughout this development we can witness the refinement and operationalization of the concept, its institutionalization and its spread at political level, at least as an intention.

Practical implications: the business area is a privileged forum to turn policies into practices and some examples are provided.

Value: although decent work emerged in a very different social and economic scenario from the present time, it is claimed to be even more topical and relevant for the development of business and society today.

¹ This chapter correspond to the article: Ferraro, T., dos Santos, N. R., Pais, L., & Mónico, L. (2016). Historical Landmarks of Decent Work. *European Journal of Applied Business and Management*, 2(1), 77-96. The chapter follows the author's guidelines of the journal.

This chapter also gave rise to an oral presentation at the International Conference on Counseling and Support: Decent Work, Equity and Inclusion: Passwords for the Present and the Future, in University of Padova, Padova, Italy, 5-7 october 2017 (see appendix J).

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Keywords: business ethics, business management, decent work, human rights, workplace relations.

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1. Introduction

This paper focuses on the concept of decent work (DW). It aims to present the main historical landmarks in the evolution of the concept up to the present day and some implications for businesses. It begins by framing the study in the present context, creating the necessary setting for subsequent presentation of historical developments in DW. Finally, it characterises this concept more precisely from what the International Labour Organization (ILO) defined as the Decent Work Agenda (DWA) or decent work approach. It is argued that the spread of DW as it is currently understood is an endeavour that requires the action of multiple stakeholders at different levels.

From the 1980s, economic transformations have led to flexibilisation of labour relations and changes in the labour market worldwide (Standing, 2013; ILO, 2002). The economic crisis of 2008-2009 (ILO, 2015) accentuated this tendency even more and despite the increasing evidence of the importance of creating more and better jobs and promoting productive work (ILO, 2001a, 2009, 2015), there is a general tendency towards increasing unemployment (ILO, 2009, 2015), long-term unemployment affecting young people more particularly (ILO, 2015), informal work (ILO, 2009), underemployment (ILO, 2009), flexible contracts ignoring previously won rights and precarious employment (ILO, 2001a). Today, we witness workers accepting unfairly low salaries, less healthy working conditions and reduction or loss of rights (Standing, 2013). This situation appears to affect even the most highly qualified employees (Armano and Murgia, 2013). The existence of a new class of precarious employees has even been proposed (Standing, 2013; Wiegratz, 2013). According to Wiegratz (2013), through changes in the relationship between capital and work, global political and economic changes have created a new redistribution of power with different levels and forms of exploitation. This situation is a cause for concern for all, particularly for those involved in national or international public policies.

The transformations in work relationships, with the decline of job security, downsizing, the increase in temporary or fixed-term contracts, reduction in trade union membership (e.g., in USA) (Rousseau, 1989, 1990), among other changes (Anderson and Schalk, 1998), have generated a spontaneous review of expectations and mutual obligations, which are modifying the psychological contract between employees and organizations (Guest, 2004a, 2004b; Rothwell, 2015; Sok, Blomme and Tromp, 2013). At a macro level, changes are becoming increasingly dynamic in the labour market and have an impact on labour relations. At an inter-individual level, the notions of fairness and trust, considered central in psychological contracts (Rousseau, 1989) and in employment relations (Guest, 2004b) remain relevant, although they must accompany those transformations in workplace relationships. There has been emphasis on career self-management and the importance of employability (at its different levels of analysis), not only for

the unemployed but also for all employees (Sok, Blomme and Tromp, 2013). The change is observed in “accountability for career management from the employer to the employee” (Hirschi, 2012, p. 369), with considerable transfer of the responsibility and risks previously accepted by organizations, to individuals (Rothwell, 2015). Employment flexibility often means contract flexibility and increased use of fixed-term or temporary contract arrangements, frequently representing less investment in training, greater “[...] job insecurity, a sense of marginalization and loss of opportunity for development, for career and for organizational identification” (Guest, 2004a, p. 2).

Globalization has created great economic opportunities but at the same time contributed to “social inequalities and personal insecurities” (ILO, 2001a, p. 28). The internationalization of business and technological innovations with consequent improvements in communication shorten response times and the distance between people. Intensification of the communication network between people has the positive consequence of bringing them closer, and simultaneously contributes to labour markets being increasingly competitive, and professional insecurity increases. More and more, institutions concerned with international relations, such as the United Nations (UN), and with specific policies, such as the International Labour Organization (ILO) – specialized in work, emphasize job creation (and quality jobs) as a key to economic development (ILO, 2014). In this context, the concept of DW, proposed in the scope of the ILO, is an institutional effort to combat the degradation of the labour market. With this, the ILO associates itself with the intention to build a future that values human development in general and economic and social development in particular. Somavía (ILO, 2001a, p. 29) states that DW is a people-centred approach and emphasizes: DW “[...] is not defined in terms of any fixed standard or monetary level. It varies from country to country. But everybody, everywhere, has a sense of what decent work means in terms of their own lives, and in relation to their own society”.

If globalization has contributed to increased competitiveness, it has also contributed to a new conception of an inter-connected world (Méle and Sánchez-Runde, 2013) and an interdependent one, which implies shared and common responsibilities. More and more people and business leaders are aware of the consequences of their actions for the environment and the community (whether immediate or generally, such as humanity as a whole). There has probably never been so much talk about respect for the environment, sustainability, the need for equity and lines of fairness (ILO, 2001a), or what is a socially responsible investment (Schwartz, 2003; Strudel, 2003). Never before have so many rights been denied, and at the same time never before has so much been thought or spoken about the relevance of Human Rights in general and at work.

New relationships in the workplace have shown the insecurity and instability associated with increasingly internationalized and globalized competitiveness. However, the current context has also allowed greater interaction among people, greater experience of diversity in the workplace and a feeling of belonging to a global community in which responsibilities are shared. This makes it possible for a large number of people to perceive themselves as stakeholders with respect to different topics, including the environment (and climate change), health (and pandemics) and national and international security.

Nevertheless, the DWA (or decent work approach, terms used indistinguishably in ILO documents) of ILO, does not only express concern about organizations, about the formal sector, but also about the informal sector. It focuses therefore on all types of workers, but above all on those ‘invisible ones’ who often do not appear in official statistics.

A decent work approach is seen as “[...] For many, [...] the primary route out of poverty. For many more, it is about realizing personal aspirations in their daily existence and about solidarity with others. And everywhere, and for everybody, decent work is about securing human dignity” (ILO, 2001b, p. 7-8). ILO’s strategy for a DWA “is about rights, dignity and a voice’ and also ‘it is about the economic, social and political empowerment of people” (ILO, 2003, p. 17). It is proposed to show it is possible to promote simultaneously lasting and sustainable economic development and social and human development at regional, national and local levels (ILO, 2001b). In addition, for organizations this agenda can form a guiding proposal of transformations that can be made so that relationships in the workplace accompany the sense of community, shared responsibility and a common purpose (ILO, 1999b) which seem to configure and make viable a “new architecture of global governance” (ILO, 2000, p. 3).

2. Historical overview of decent work

Until the emergence of the DW concept, proposed in 1999 (ILO, 1999b), by the then director-general of ILO, Juan Somavía, various key ideas grounded, guided and favoured elaboration of the concept and the very work of this institution. We now summarize the main landmarks of that historical path.

ILO Foundation

The ILO was founded in 1919, and its creation is part of the *Treaty of Peace* (also called *Treaty of Versailles, TV*) following the First World War and signed in Versailles. Part XIII of this treaty deals with the topic of ‘Labour’ and begins with the proposition to create a permanent ‘work organization’. This organization aimed therefore to improve the working conditions leading to greater social justice, peace and world harmony, eliminate suffering (or fatigue), and abolish deprivation at work (TV, 1919). The quoted document specifies this new organization’s way of operating and its composition. For that improvement, the interdependence of nations stands out, as “the failure of any nation to adopt humane conditions of labour is an obstacle in the way of other nations which desire to improve the conditions in their own countries” (TV, 1919, p. 193). Work is therefore considered one of the ways to combat inequalities, to ensure social justice, and consequently world peace.

Concerning its composition, it was established that the structure should be tripartite (article 393 describes the composition of the Governing Body at the time, TV, 1919). Having identified the problems related to work matters, they should be discussed always considering three parts: government representatives; workers’ representatives and employers’ representatives. Since then, the ILO has developed its work in various instances, involving different participants in a wide variety of meetings. The International Labour Conference (ILC) is held annually (as foreseen in articles 389 to 391, TV, 1919).

This XIII part of the Treaty of Versailles (1919) is considered the first ‘*Constitution of the ILO*’ (referring here to the document regulating how an organization functions). ILO’s work has developed through identification of problems, discussions with representatives of member countries, workers and employers in search of solutions and adoption of ‘conventions’ and ‘recommendations’ on the questions raised. The ‘conventions’ proposed are automatically

accepted by member countries, but even so, only come under law and incorporate, to some extent, nations' labour legislation, once ratified. This does not always happen. Exceptionally, the ILO resorts to the 'Declarations'. Summarizing, as the result of its work, the ILO produces conventions, recommendations, declarations, resolutions and protocols with the aim of guiding development of better (and fairer) working conditions.

Philadelphia Declaration

On 10 May 1944, during the 26th ILC (in Montreal), there was adoption of the *Declaration concerning the aims and purposes of the International Labour Organization*, also known as the *Philadelphia Declaration* (1944), which presented "the aims and purposes of the International Labour Organization and of the principles which should inspire the policy of its Members" (ILO, 1944, p. 4). This Declaration showed more fundamental ideas related to the work of the ILO and others were once again emphasized:

- a) The principle that "labour is not a commodity" (ILO, 1944, p. 4);
- b) The statement appears once again that the central nature of social justice as a way to ensure world peace (ILO, 1944, p. 4): "[...] experience has fully demonstrated the truth of the statement in the Constitution of the International Labour Organization that lasting peace can be established only if it is based on social justice [...]";
- c) Prominence is also given to defending conditions of people's freedom, dignity, economic security and equal opportunity to achieve "both their material well-being and their spiritual development" (ILO, 1944, p. 4-5).

Until 2016, the *Philadelphia Declaration* (1944) continues to be an important document and is part of the current *ILO Constitution* (1946) in the form of a permanent appendix.

ILO Constitution and ILO as UN specialized agency

Despite the original text of the *ILO Constitution* (TV, 1919, Part XIII) receiving some amendments in 1922, 1934 and 1945, the 1946 version, approved at the 29th ILC (in Montreal), is considered an important reference. The introduction perpetuates the idea that "[...] universal and lasting peace can be established only if it is based upon social justice" (ILO, 1946, p. 204), as in the *Philadelphia Declaration* (1944). Furthermore, in 1946, the ILO became the first UN agency.

Universal Declaration of Human Rights

In 1948, the *Universal Declaration of Human Rights* (UN, 1948) was published. The document refers to Human Rights in general, and is related to the topic studied mainly in articles 23 and 24 focused on human rights at work. It is important to mention the *Universal Declaration of Human Rights*, because although not an ILO document, it deals with Human Rights, a matter closely related to decent work, especially in those articles referring to Human Rights at work. More recently, Somavía (ILO, 2008b) stated that progress grounded on equity is based on respect for human rights, many of which relate to work.

ILO and UNDP

In 1990, the United Nations Development Programme (UNDP), aiming to discuss the human dimension of development, published the first *Human Development Report*, including an appendix with technical information about formulation of the Human Development Index (HDI), created following the orientation of Mahbub ul Haq. With this report (UNDP, 1990), the UNDP defines and proposes a method for measuring human development.

Despite not finding references that associate the proposition of the DW construction 1999 with development of the HDI, a strong affinity of ideas is seen between the two proposals, regarding human development in different instances (Anker, Chernyshev, Egger, Mehran and Ritter, 2002; Godfrey, 2003). The *Human Development Report* of 1999 (UNDP, 1999) was devoted to the human aspect of globalization and the 2000 report dedicated to 'Human Rights and human development' (UNDP, 2000). This document defend seven forms of freedom:

- (1) Freedom from discrimination - for equality; (2) Freedom from fear - with no threats to personal security; (3) Freedom of participation, expression and association; (4) Freedom from want - to enjoy a decent standard of living; (5) Freedom to develop and realize one's human potential; (6) Freedom from injustice and violations of the rule of law; and (7) Freedom for decent work - without exploitation (UNDP, 2000, p. 3).

All seven forms of freedom mentioned are markers for increasing commitment to Human Rights in general (Fukuda-Parr, 2001; UNDP, 2000) and as observed, the last fundamental freedom is precisely freedom for DW.

ILO Declaration on Fundamental Principles and Rights at Work and Its Follow up

On 18 June 1998, during the 86th *International Labour Conference*, the ILO launched the *ILO Declaration on Fundamental Principles and Rights at Work and Its Follow up*. This declaration is:

- [...] to reconcile the desire to stimulate national efforts to ensure that social progress goes hand in hand with economic progress and the need to respect the diversity of circumstances, possibilities and preferences of individual countries (ILO, 1998, p. 1).

The basis for that declaration had been set in 1995, during the 'World Summit for Social Development' (Servais, 2011). The *ILO Declaration on Fundamental Principles and Rights at Work and Its Follow up* (1998) was the third step in consolidating what can be called *core labour standards* (as in ILO, 2001a). It was a decisive step in various governments' commitment to fundamental rights at work represented by the grounding principles of:

- a) freedom of association and the effective recognition of the right to collective bargaining;
- b) the elimination of all forms of forced or compulsory labour;
- c) the effective abolition of child labour; and
- d) the elimination of discrimination in respect of employment and occupation (ILO, 1998, p. 7).

These principles and rights reaffirm the main aspects of the *ILO Constitution* (1946) and the *Philadelphia Declaration* (1944).

Juan Somavía as ILO Director-General

On 22 March 1999, Juan Somavía assumed functions as the Director-General of the ILO (ILO, 1999a). It is relevant to highlight that he stated: “The central purpose of the ILO today is to promote opportunities of decent work for all people” (ILO, 1999a, p. 4). As the first representative from the Southern Hemisphere to become Director-General of the ILO, he also does so at a time when creativity (ILO, 1999a), renewal and modernization of the ILO (ILO, 2001b) was hoped for to accompany the end of the Cold War and the desires for fair globalization and opening up of international markets. His period in office began, therefore, with great expectations for changes in the ILO.

Although the notion of DW was mentioned previously in his speech on taking up functions (ILO, 1999a), his proposition is usually formally and chronologically associated with the report he presented in the 87th Session of ILC, in June 1999, where DW is characterized as follows:

The primary goal of the ILO today is to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity (ILO, 1999b, p. 3).

Institutionally, the ILO, in the voice of its Director-General, comes therefore to defend more intensively the need to generate jobs and with quality, highlighting that both are important: quantity and quality. It emphasizes that DW means many things: “It could relate to different forms of work, and also to different conditions of work, as well as feelings of value and satisfaction” which arise from work (ILO, 1999b, p. 4).

UN Global Compact

Even before the proposition of DW as an objective of the ILO, Annan, then UN Secretary-General, in his speech at the *World Economic Forum*, in Switzerland, at the time of the proposition of the *Global Compact*, the origin of the *Millennium Development Goals* (MDGs), mentioned *decent labour standards* and requested all the participants at the forum to defend them, with the total support of the UN: “You can uphold human rights and decent labour and environmental standards directly, by your own conduct of your own business” (Annan, 1999, p. 2). His intention was to encourage alignment of the objectives of the international community and the business world.

In July 2000, the challenge proposed by the UN Secretary-General, Kofi Annan (Annan, 1999), was consolidated in a document known as the *UN Global Compact* (UN, 2000a). This document represented the result of partnerships between government, civil society, the business area and the market with the mediation of the United Nations and was the expression of common goals in fighting corruption, environmental protection, defense of human rights and decent labour standards, and social inclusion, in the form of ten principles. Among these, principles 3 to 6 refer to “[...] core labour standards including freedom of association, elimination of forced or compulsory labour, abolition of child labour, and elimination of discrimination at work. These four core standards derive from the constitution of the ILO and are internationally recognised as fundamental labour rights” (Seppala, 2009, p. 404). The aim was for these to be adopted in business worldwide and to contribute to activating support for the *Millennium Development*

Goals (MDGs). With voluntary adhesion and without the intention of serving as a regulatory instrument, approximately 8000 companies in more than 140 countries are signatories of the pact (UN Global Compact Office, 2014), “currently the largest collaborative strategic policy initiative for business in the world” (Baumann-Pauly and Scherer, 2013, p. 1). In 2016 there are more than 12.000 signatories in 170 countries (UN Global Compact Office Website, 2016). Therefore, the *UN Global Compact* brings to business management possible actions to align with global initiatives associated with human rights and sustainability.

United Nations Millennium Declaration

In September 2000, the UN General Assembly approved the *United Nations Millennium Declaration* (UN, 2000b). This calls for collective responsibility in supporting and defending human dignity, equality and equity at a global level. Unlike the *UN Global Compact*, directed to the business world, this declaration was approved by signatory political leaders. These committed themselves to combat, reduce and eradicate extreme poverty, based on values considered essential for international relations in the 21st century: *freedom, equality, solidarity, tolerance, respect for nature and shared responsibility*. The declaration also puts forward key objectives to be attained and which at the same time represent means to transform the listed values in actions. The connection between the Decent Work Agenda (described in detail further on) and the *UN Millennium Declaration* (UN, 2000b) is based on the former’s importance for the millennium objectives to be reached (ILO, 2005). The ILO defends that: “[...] For growth with equity, decent employment and incomes must be at the heart of economic and social policy” (ILO, 2005, p. 1).

Although this declaration is formulated at the level of national and global policies, it has obvious impacts on individuals, organizations, and other social agents. The values defended in this declaration cannot be imposed and call for inter-connection and interdependence between nations and people (UN, 2000b). While national and global policies can promote them, the responsibility for putting them into practice belongs to all stakeholders at the various levels in the social system.

ILO Declaration on Social Justice for a Fair Globalization

In 2008, a new declaration by the ILO reaffirmed the central nature of the DWA as a key policy and an operational concept to focus the ILO team on its essential strategic objectives, the *ILO Declaration on Social Justice for a Fair Globalization*. This declaration represented a contemporary vision of the ILO’s mandate in the Era of Globalization (ILO, 2008a). It reaffirms ILO values and tripartism as the way to promote progress and social justice in the globalized world. Decent work is the essence of this declaration and is understood as the guiding central idea of fairer globalization. Once again, its transposition to practice requires the active involvement of all stakeholders in the social system.

Global Jobs Compact

From the international economic and financial crisis and its impact on jobs, the ILO proposed a global pact in favour of employment, as a global political strategy. Based on the DWA, the *Global Jobs Compact* (ILO, 2009) aimed to shorten the distance between economic recovery and the creation of job opportunities with DW. To do so, the document presents proposals for protecting people’s dignity, and strategies aimed at prosperity, and a more socially just and sustainable World Economy and globalization process.

The 2030 Agenda for Sustainable Development

During the last United Nations Summit (25 to 27 September, 2015), the global community evaluated the outcomes of efforts to attain the objectives of the Millennium Declaration. The 2030 Agenda for Sustainable Development was proposed. This document intends to guide human development until 2030 and is structured on 17 Sustainable Development Goals. Decent work was included as Goal 8 (Berry, McWha-Hermann and Maynard, 2016). This inclusion highlighted the importance of DW. Attainment of this objective will require investments in “[...] formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services” (UN, 2015, p. 19).

Due to being a multi-disciplinary concept, despite having been proposed back in 1999 (ILO, 1999b), DW remains a construct to be deepened in the scope of various disciplines and perspectives. Table 1 presents a summary of the historical milestones described here.

Table 1. Main historical milestones in decent work

Milestone Document	Institution Responsible	Date	Main contributions to DW development
<i>Treaty of Versailles/ ILO Foundation (1919)</i>	League of Nations (Principal Allied and Associated Powers)	28 Jun 1919 (date of signing)	- Part XIII of this treaty deals with the topic of ‘Labour’, a section formalizing the foundation of the ILO; Other relevant sections: - “world peace can only be assured through social justice” (TV, 1919, p. 193), with work being one of the guarantees of social justice; - In the introduction to this Section I: the list of improvements to working conditions; - interdependence between nations (TV, 1919); - Tripartism in the ILO’s form of operating.
<i>Philadelphia Declaration</i>	ILO	10 May 1944 (26 th ILC)	It presents “the purposes and objectives of the ILO, and the principles that should inspire its members’ policies” (ILO, 1944, p. 4). Highlighted among them that: “(a) all human beings, irrespective of race, creed or sex, have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity; [...]” (ILO, 1944, p. 4-5).
<i>ILO Constitution updated (amendments)</i>	ILO	1946 (29 th ILC) In effect from: 20 Apr 1948	“[...] peace can be established only if it is based upon social justice” (ILO, 1946, p. 204).
ILO became a UN specialized agency (1946)			
<i>Universal Declaration of Human Rights</i>	UN	10 Dec 1948 UN General Assembly	Articles 23 and 24 (UN, 1948).
<i>Human Development Report – 1st Edition</i>	UN	1990	The change in the way of assessing development from a perspective that concentrated on economic development to a new one focused initially on socio-economic development, emphasizing poverty. With the proposition of <i>Human Development Index</i> (HDI), human development came to be considered (UNDP, 1990, p. 105).
<i>World Summit for Social Development</i>	UN	06 to 12 Mar 1995	Action Programme regarding ‘workers’ basic rights’ – consensus and commitment among various governments.

<i>ILO Declaration on Fundamental Principles and Rights at Work</i>	ILO	18 Jun 1998 (86 th ILC)	The Declaration covers four fundamental principles and rights at work (previously mentioned) (ILO, 1998).
<i>World Economic Forum</i>	UN	01 Feb 1999	Proposition of <i>Global Compact</i> , origin of the <i>Millennium Development Goals</i> (MDGs) – mentions the importance of adopting <i>decent labour standards</i> (Annan, 1999).
<i>New ILO Director-General: Juan Somavía.</i>	ILO	22 Mar 1999 – 2012	New Director-General's four strategic objectives: a) promote and realize fundamental principles and rights at work; b) create greater opportunities for men and women to secure decent employment and income; c) enhance the coverage and effectiveness of social protection for all; and d) strengthen tripartism and social dialogue; (ILO, 1999a, p. 5).
ILC 87 th Session, 1999 <i>Decent Work, Report of Director-General</i>			
<i>Global Compact</i>	UN	26 Jul 2000	Code of behaviour, with voluntary membership, for organizations and business in general. Launched by the Secretary-General of the UN, Kofi Annan, aiming to involve business leadership in supporting ten principles of business citizenship distributed over four topics: human rights, labour rights, environmental protection and fighting corruption.
<i>United Nations Millennium Declaration</i>	UN	08 Sep 2000	Adoption of the <i>UN Millennium Declaration</i> representing the commitment of political leaders of the nations represented at the UN to fighting and eradicating poverty (UN, 2000b).
<i>ILO Declaration on Social Justice for a Fair Globalization (ILO, 2008a)</i>	ILO	10 Jun 2008 (97 th ILC)	Adoption of the <i>ILO Declaration on Social Justice for a Fair Globalization</i> , to be implemented through the DWA and its four strategic objectives. “The Declaration institutionalizes the Decent Work concept developed by the ILO since 1999, placing it at the core of the Organization's policies to reach its constitutional objectives” (ILO, 2008a, p. 1).
<i>Global Jobs Compact</i>	ILO	19 Jun 2009 (98 th ILC)	A global policy instrument that aims to “provide an internationally agreed basis for policy-making designed to reduce the time lag between economic recovery and a recovery with decent work opportunities. It is a call for urgent world wide action: national, regional and global” (ILO, 2009, p. III).
UN General Assembly – 69 th Session – 2015			
<i>United Nations Summit</i>	UN	25 to 27 September 2015	Adoption of the post-2015 development agenda: proposition of the 2030 Agenda for Sustainable Development. Inclusion of decent work in the 17 Sustainable Development Goals (as Goal 8).

Presentation of those milestones intended to show that the proposition of the DW construct has already covered a lot of ground. Secondly, it also shows the recurrence of some ideas present throughout its history which reinforce the essential elements of the decent work approach, and the notion of DW as a basic universal aspiration which, at the same time, needs to take into consideration the institutional and structural characteristics of each country (ILO, 2001a, 2001b, 2003, 2008a, 2008b; Ghai, 2005, 2006). Thirdly, this route culminated recently with the inclusion of DW as an important part of the UN Agenda until 2030 (UN, 2015).

Other initiatives (both public and private) have been added to those milestones in constructing an integrated decent work approach oriented towards joint economic, social and human development: voluntary private initiatives such as “[...] codes of conduct, social labelling initiatives, certification, licensing, monitoring and social audits” (ILO, 2001b, p. 44) among others, which although not enforced by law, complement the existing legislation. An example is certification such as a ‘Great Place to Work’ which defines standards for assessing employees’ quality of life and job quality in a wide range of companies.

Despite persistent criticism of initiatives of corporate social responsibility that would only mean superficial changes often directed to producing an ecological business image and reputation (*greenwashing*, for example) (Laufer, 2003), many organizations are still concerned about adjusting to Socially Responsible Investments (SRI) criteria, with actions that can be monitored through indices such as the ‘Domini 400 Social Index’ or ‘Dow Jones Sustainability Group Index’ or even the ‘FTSE4Good Index Series’ (ILO, 2001b). Those indices are related to actions of social accountability which help to differentiate companies that really are committed to social responsibility from those that publicize such initiatives to enhance their own corporate image. Once more we underline that transposition to the practice of decent work requires the active involvement of all stakeholders in the social system, particularly businesses.

3. Sharpening the Decent Work Approach

Among the important characteristics to be highlighted in the decent work approach, Sen (2000) shows four: a) This is an inclusive and universal approach, applying to all, even to those in the informal, irregular sector, the self-employed and domestic workers; b) It is an approach based on human rights at work and ethical claims, with a focus that transcends their legal recognition. Focusing on human rights at work, it does so from a perspective of social ethics, as “part of a decent society” (Sen 2000, p. 122-123); c) Inserts work in a wide economic, political and social context (emphasizing democratic values); this not only has an impact on labour legislation and work practices but demands an open society and promotion of social dialogue; d) Regarding international political relations, it intends to extend the way of thinking, proposing a change in the ‘international’ approach (with relationships of exploitation between nations and perceptions of citizenship associated with different national understandings of human rights) to another ‘global’ one (in tune with a notion of global citizenship and human rights understood as universal) (UN, 1948).

In favour of fair globalization (ILO, 2008a) or as a proposal committed to constructing this ‘fair globalization’, the decent work approach aligned with the *UN Millennium Declaration* (UN, 2000b) and the *Universal Declaration of Human Rights* (UN, 1948) considers human rights at work as part of global citizenship. Therefore, despite recognizing cultural and national influences in understanding and experiencing Human Rights in general, and Human Rights at Work specifically, for the ILO the latter must be universally respected and valued.

The ILO, represented by Somavía (ILO, 2008b), recognizes the problems and difficulties created and/or faced by globalization, but also sees it as an opportunity for economic and social development. The proposition and defense of DW is a way to ensure globalization takes place more fairly, sharing its positive aspect. In a previous intervention, Somavía (ILO, 2003, p. 7) stated: “[...] We need growth with equity – a globalization that leaves no one behind. That is the whole meaning of the Decent Work Agenda”.

The essential values of ILO and DW

The first components of the DW concept go back to the ‘Declaration of Philadelphia’ (1944). This contains the four principle values of the ILO: *freedom, equity, security and human dignity* (ILO, 2008b). The concept is therefore created in the scope of the ILO and is intimately linked to the essence and mandate of this organization. In addition, the explicit values underlying the DW concept constitute guidelines for social agents, to beyond what can be the legislative restrictions which can be established nationally and internationally.

The strategic objectives of ILO and DW

The report of the Director-General of ILO (ILO, 1999b) highlights the importance, through conditions of freedom, equity, safety and human dignity, of building equal opportunities for women and men to achieve ‘*decent and productive work*’. Somavía also stressed that DW “*is the converging of all its four strategic objectives: the promotion of rights at work; employment; social protection; and social dialogue*” (ILO, 1999b, p. 3). Those objectives were the setting out point for ILO’s statistics to develop initial proposals to measure decent work in countries. From a practical point of view, fundamental principles and rights are the preconditions of decent work, while employment or work with quality and security is the content, and social dialogue is the “process whereby it can be achieved” (ILO, 2001b, p. 59).

The majority of Humanity works, or depends on people who work, and therefore working in decent conditions seems to affect everyone. It is at work that the balance between various human rights and duties can be put into practice. *Respect for human rights in the workplace* says a lot about the rights and duties of all involved. The job can be seen as the situation in which everything can happen: work relationships, the feeling of belonging, recognition, reward, production and the feeling of being a productive element of teams, organizations and society. It is also through work that matters of ‘social protection’ are organized. The *social dialogue* ensures the possibility of being heard, understanding that one’s manifestation in the world makes a difference and brings contributions. It also ensures that individuals can be involved in decisions concerning themselves and all those they are concerned about. Dialogue involves communication, and in this respect is related to the sharing of perspectives and sense (making them common) and at the same time involves listening, an appropriate distribution of power and the possibility of transformation.

Characterization of decent work

Systemization of DW led to the proposition of the DWA, formed of 11 substantive elements (ILO, 2008c, 2013), resulting from the work of continuous reflection and research, mostly promoted by the ILO. From these propositions, it is possible to highlight the multi-faceted aspect of the concept of DW. This complexity expresses the diversity of points of view concerning what is morally acceptable at work. The question asked is to what extent it is possible to create a set of attributes of work universally accepted as desirable, which can be set as a goal in the various countries and regions, or even globally. That is precisely what is proposed by the ILO in formulating the concept of DW. In Table 2 these 11 elements are presented:

Table 2. ILO substantive elements of the Decent Work Agenda

Substantive Elements (SEs)	Content
1. Employment opportunities	Job creation, promoting employability and productivity investing in knowledge and skills (ILO, 2002).
2. Adequate earnings and productive work	Employment-related income that allows an <i>adequate living wage</i> , ensuring economic well-being of individuals and their households and others 'dynamic aspects of continuing to provide adequate income' such as 'whether individuals are able to improve future work and income via training and further education' (Anker et al., 2002, p. 22; ILO, 2013).
3. Decent working time	Adequate hours of work considering physical and mental health, balancing between work, family and/or personal life with adequate hourly pay and employment opportunities (Anker et al., 2002). "Employment working time" (ILO, 2013, p. 88).
4. Combining work, family and personal life	Balance between work, family and/or personal life considering gender equity (Anker et al., 2002). "A small set of decent work indicators related to standards and fundamental principles and rights at work and social protection: [...] (1) Anti-social/unusual hours and (2) Maternity protection." (ILO, 2013, p. 103).
5. Work that should be abolished	"Unacceptable work" (Anker et al., 2002, p. 7-8). Combat and eradicate all forms of "forced labour and child labour especially hazardous and other harmful forms of child labour." (Anker et al., 2002, p. 16).
6. Stability and security of work	Job security and with stability (Anker et al., 2002).
7. Equal opportunity and treatment in employment	Fair treatment at work (Anker et al., 2002).
8. Safe work environment	Objective conditions of safety and health at work preserving and promoting "physical and psychological integrity of the worker" and "perceptions of these conditions". As well as preventive actions to do so. (Anker et al., 2002, p. 49).
9. Social security	Social security can be defined as "a basic human right and a means to foster social cohesion, human dignity and social justice." [...] providing "basic protection against the financial consequences of basic life contingencies for workers and their families" (Anker et al., 2002, p. 53). "[...] social protection against life contingencies (such as ill health, old-age, unemployment, and disability) as well as for poverty. [...]" (Anker et al., 2002, p. 52).
10. Social dialogue, workers' and employers' representation	Meaning "[...] the extent to which workers can express themselves on work-related matters and participate in defining their working conditions. This can be channeled through collectively chosen representatives or involve direct interaction between the worker and employer. [...]" (Anker et al., 2002, p. 55). It also means: freedom of association and the right to organize and collective bargaining. (ILO Conventions N. 87, 1948 and N. 98, 1949). "[...] these rights need not necessarily coincide." (Anker et al. 2002, p. 55). "Representational security" (ILO, 2000, p. viii).
11. Economic and social context for decent work	"Three aspects of the context are considered here: (i) socio-economic context which may condition or affect the sustainability of decent work; (ii) socio-economic performance that the achievement of decent work might affect; (iii) aspects of employment composition that are needed to measure some decent work indicators." (Anker et al., 2002, p. 59).

With the advance of studies towards construction of DW indicators, Anker et al. (2002) warned of the existence of aspects in DW that are absolute in nature, as is the case of the standard relating to fundamental rights at work. However, others are of a more relative nature. We refer specifically to those related to culture, where it can be stated there is a cultural interpretation of what they really mean. This is the case, for example, of the meaning of DW conditions. When focusing on each substantive element, it becomes clear that each of them depends on multiple social agents: the individual, the team/organization, the partnerships/relationships between organizations, governments, international and global agents. Giving an example, employment opportunities depend on (a) the action from the individual who may become employable through their effort, (b) the business management practices, (c) the public policies at national, international and global levels. The same can be said regarding the other substantive elements (Ferraro, Pais and Dos Santos, 2015).

4. Management implications

Considering each of the 11 substantive elements of DW, several implications for business management can be pointed out. Regarding *employment opportunities*, since business leaders are entrepreneurs they contribute to creating new jobs. However, educational and developmental public policy also has a key role in labour market vitality. Workers have a shared responsibility for managing their careers and professional development. More pro-active workers who put effort into their employability will have more employment opportunities than others less engaged in such an effort.

Corporations and other organizations aim to create value, its type depending on the specific activity carried out by the organization in question. Management and leadership actions which meet the substantive element called *adequate earnings and productive work* require an organizational philosophy that maintains the focus on the main purpose of the organization while expressing it in practices that comply with social, economic and environmental sustainability. Work design practices and management processes are specially related to these three dimensions of sustainability. Business leaders and managers' challenge is to build solutions that enable development and sustainability. Economic sustainability ensures company viability. Social sustainability focuses on social vitality reconciling work and a decent life for workers. Environmental sustainability guarantees that products and/or their side effects are reconcilable with a healthy environment for present and future generations. Solutions suitable for each business will be specific and are the challenge that managers and leaders have to deal with. Public policies and international organizations' standards or recommendations (such as those of the UN and the Global Compact) are available and should be adopted as guidelines.

The substantive element of *decent working time* points out that working time should allow workers to live other dimensions of citizenship. HR managers have responsibility for promoting flexible working time arrangements (WTA) (Hoffmann and Greenwood, 2001) when possible. Flexibility in work schedule design (Tepas and Monk, 1987) can help in dealing with the different moments of organizational and workers' lives. Different WTA reconciling workers' needs and corporations' needs, whether permanent or one-off, are a challenge for managers and leaders. This challenge should be solved through dialogue aiming for creative and intelligent solutions specific to each organization, which in its best version makes laws unnecessary.

Another substantive element is *combining work, family and personal life*. This relates to policy and practices on work-life balance and also to the preceding substantive element. Several laws and standards have been adopted concerning workload and combining work and rest pauses. It is the case of professional drivers and pilots. Besides the law, managers and leaders can adopt family-friendly policies and human resource practices aiming for a constructive fit between work and other dimensions of life.

Work that should be abolished is another substantive element of DW and closely related to business ethics. Any type of work that runs counter to the law is a criminal act. Work that goes against Human Rights or ethics must be excluded from the alternatives considered in management decisions, whether punishable by law or not.

In the business field, *stability and security of work* depends on public employment policies but also on fair, ethical and non-opportunistic contracting. It is precisely concerning contracting decisions that managers and leaders have great responsibility in this substantive element. Besides that responsibility, *stability and security of work* is an issue that crosses borders, considering the high interdependence between countries and regions.

Equal opportunity and treatment in employment is a substantive element of DW closely related to human resource policy and practice. It is through the direct intervention of leaders and managers that those policies and practices are put into effect. For example, non-discrimination of pregnant women and transparency in promotion are firstly the responsibility of organizational managers and leaders. An internal observatory on equal opportunity and treatment could be a good initiative in this domain.

In countries with clear, advanced regulations on a *safe work environment*, if managers and leaders simply comply with the law workers are guaranteed that condition. Ferraro et al (2015) emphasize “decent work needs to be steadily updated” (p. 39) and this is especially true in this substantive element. Scientific knowledge evolves and new findings update information on risk in the workplace. Managers and leaders have to remain alert to new discoveries and technological advances in order to ensure a safe workplace for workers.

Social security is mainly beyond corporations’ responsibility as it depends on public policy. Managers and leaders are merely required to comply with the law. However, those who decide to offer more than what is compulsory are welcome. That is mainly relevant where public policy is weak in protecting employees and their families. Some best practices can become the next general practices. For instance, some employers include health insurance, or pension complements as part of workers’ rewards.

To implement decent work, managers have to include workers’ participation in decisions which directly affect them in accordance with the substantive element labeled *social dialogue*. The way participation is put into practice needs to fit local culture, as highlighted by Ferraro et al (2015). It is important to consider that participation is time-consuming, but that must not lead to the conclusion it should be minimal. Managers have rather the challenge of designing fair, effective and creative management processes which reconcile business aims and participation.

Finally, the *socio-economic context* has an impact on DW. Any corporation is also part of that context. All of us are co-authors of the socio-economic context. Decent work depends on that context. In boom times, its implementation is easier and the interpretation

of the practical meaning of each substantive element is less restrictive. In times of shortage, its implementation is harder and the meaning of substantive elements seems to be more restrictive. However, once again it is the ability to design intelligent management solutions which comply with the definition of DW and still address the business's purposes that really makes a difference.

5. Conclusions

This paper began by characterizing the intense social and economic transformations that have taken place particularly since the 1980s, which frame work at the present time. We pointed out the increase of migratory fluxes, internationalization of business, intensification of communication and the exchange of ideas between nations, regions, communities, organizations and people. We also underlined the consequences, in the field of work, of economic integration: many countries show high rates of unemployment and underemployment, with an increase in precarious work, with transfer of responsibility and risks from organizations to individuals, increased numbers on the verge of poverty and growing income inequality.

In this context of work and business today, the concept of DW becomes exceptionally pertinent and topical. We presented the main historical milestones leading to the emergence and development of that concept. We referred particularly to the role of the ILO and that of the UN. Key matters guiding the work of the ILO were discussed, such as: improvement of working conditions, the interdependence of nations and tripartism, ensuring that workers, employers and governments have a voice; the core values of freedom, human dignity, security and equal opportunity/equity; identification of core labour standards; and finally, the strategic objectives that have guided the activities of the ILO (standards and fundamental principles and rights at work, employment, social protection and social dialogue).

The Decent Work Agenda emerged as the updated and enhanced understanding of decent work today. Looking at its 11 substantive elements we are led to precise understanding of the action required from multiple social agents to reach high quality jobs in enough quantity. The intention was to show that this set of questions cross institutional borders and can serve as a compass to guide social agents' action in pursuing decent work. Indeed, if it is true that the historical context at the time of the emergence of the decent work approach was very different from what it is today, its relevance has become even greater in the current context.

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CAPÍTULO 3

Decent Work: An aim for all made by all^{3,4}

DECENT WORK: AN AIM FOR ALL MADE BY ALL

TÂNIA FERRARO, LEONOR PAIS, NUNO REBELO DOS SANTOS

Abstract:

The aim of this article is to analyse the 11 substantive elements of the Decent Work concept developed by the International Labour Organization. We identify 4 main aspects regarding the pursuit of decent work, which are challenges for the different agents who operate in society: (1) the responsibility shared among the various social agents; (2) cultural differentiation in expressing Decent Work; (3) its evolving character arising from the advancement of scientific knowledge; and finally, (4) the global interdependence in the scenario in which social agents operate. Four propositions aligned with those aspects are formulated, and consequences for research and intervention are proposed.

Keywords:

Decent work; Decent Work Agenda; Ethics; Human rights; Labour relations;

JEL Classification: Z Other Special Topics (Z00)

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1 Introduction

The idea of 'decent work' (DW) was proposed by the International Labour Organization (ILO) (ILO, 1999a, 1999b), at the turn of the millennium, and the concept has been enhanced and refined to become an operational aim for all. In its updated formulation, DW is described in 11 substantive elements which are also considered the Decent Work Agenda (ILO, 2008b; 2013). Each of the 11 substantive elements of decent work corresponds, on one hand, to the principles grounding the concept, and on the other, refers to a set of implications for practice at several levels of analysis and interpretation. Those elements are mutually inter-dependent, although they can be clearly individualized, as has happened with the indicators used by the ILO. In spite of its detailed description in the decent work agenda, the task of improving the concept and finding ways to promote it worldwide is as yet unfinished.

Each substantive element is presented and analysed regarding the concept they express, and a critical reflection is formulated on 4 aspects requiring consideration for clear comprehension and efficient intervention in promoting DW. Those four aspects are (1) that DW is a responsibility shared among social and economic agents, including social scientists and practitioners; (2) that there is some inter-cultural differentiation in expressing DW; (3) that in part, DW has an evolving character due to knowledge development and societal progress; and (4) that global interdependence makes national or regional measurements of DW necessary ingredients, but insufficient to represent accurate portrayal of the situation for each of the 11 substantive elements and DW in general. Each of these aspects will be highlighted in the dimensions in which they can best be demonstrated. Four propositions aligned with those aspects are then formulated. Finally, some consequences for research and intervention are proposed.

2 Substantive elements of decent work

The 11 substantive elements proposed in the Decent Work Agenda (ILO, 2008b; 2013) set out from the four principle values of the ILO: *freedom, equity, security and human dignity*. They aim to express respect for principles and fundamental rights at work, creating job opportunities, social protection and social dialogue, ensured by the tripartism referred to above. These substantive elements are assessed by 11 large groups of statistical indicators. The set of indicators used is mainly derived from Labour Force Surveys (LBS) (ILO, 2012), from national accounts, collective bargaining agreements, economic and population censuses, and other household or commercial/industrial surveys, among others. We present each one below, highlighting how they make clear the shared responsibility for decent work, the inter-cultural differentiation in decent work expressions, the evolving dimension of these concepts and the interdependence underlying how to achieve decent work.

2.1 Employment opportunities

The creation of job opportunities is a fundamental element for decent work (ILO, 2009, 2014). Despite being an element closely linked to a country's market and socio-economic conditions, it is also connected to a perspective of business growth and expansion. It is worth considering that with the effect of globalization, an

organisation's expansion or growth often does not take place in a single country, which frequently is, or may be, accompanied by a migratory movement of workers.

It is an element that involves all types of economic activity (self-employment, formal and informal work, among others) (ILO, 2002). It can be measured, at a macro-economic level, using a positive approach (workforce, sectors that generate more employment and are more productive, for example) or a negative one (percentage of economically active population that is unemployed; under-employment; lack of job opportunities, for example).

Considering the organisational level, job opportunities need to be compatible with business viability. Therefore, this component must always be analyzed taking into consideration the whole eco-system where interactions occur that have a direct or indirect impact on employment opportunities. Increased job opportunities in one country can be the direct effect of diminished opportunities in another, because both situations arise from the transfer of factories.

Although we may consider interventions at the organisational level to generate employment, they always need to be balanced in the interaction between the various community agents. Responsibility for creating job opportunities cannot be attributed exclusively to any one social agent. Political agents (those defining policies compatible with the creation of employment opportunities), organisational leaders (as entrepreneurs creating new business) and individual workers (who must play their part in becoming contributors to wealth creation) share responsibility for employment opportunities.

2.2 Adequate earnings and productive work

The ILO gives great importance to this element, considering that "For many people, the most important characteristic of work is pay, and the principle of an 'adequate living wage' is mentioned in the preamble to the ILO Constitution. [...]" (Anker et al., 2002, p. 22). 'Earnings' can include salaries, payment for rest hours, bonuses, awards and discounts allowed to the employee and his family (which may represent a form of payment). Contributions to social security and pension schemes, and benefits received by employees based on these schemes are excluded by ILO from the concept of adequate earnings. Also excluded are indemnizations and termination payments (ILO, 2013). This element has aspects considered static such as 'adequate income', while others are dynamic, such as the way to maintain that 'adequate income' over time. Anker et al. (2002, p. 22) quote as an example: "[...] One dynamic aspect of decent work is whether individuals are able to improve future work and income via training and further education". That is, investments in continued education (through training, directed to the function; and/or education, directed to the employee's personal development) are sources of continuous promotion of 'adequate income'.

Productive work is the positive contribution to creating value through work. It requires performance from the individual. From organisations, it requires creation of the context that allows sufficient performance from workers. From politicians, it requires laws and public policies which promote competence development and do not prevent productive work.

It becomes evident that this substantive element is closely related to the previous one. When involved in training and development programmes, individuals strengthen their employability (Rothwell & Arnold, 2007, Rothwell, 2015) and at the same time adequate earnings and productive work. The most relevant analyses,

able to generate consequent interventions, must consider the complexity of the global dynamics in the system as a whole.

2.3 Decent working time

The first ILO convention, in 1919, dealt with 'working hours'. This topic is also contained in the introduction to the ILO Constitution (ILO, 1946). The time devoted to work has various facets: excessive hours can jeopardize workers' physical and psychological health and can also be a factor contributing to accidents and the development of long-term occupational illnesses. When badly managed, time can harm the balance of the relationship between work and family and/or personal life. Increasingly more is demanded of the worker in terms of dedication. The reduction of working hours, or part-time employment, on one hand facilitates the entry (or re-entry) of professionals to the labour market, but on the other may be an opportunity for unsuitable employment (Anker et al., 2002, p. 29).

Once again, this is a component requiring examination of the complexity of mechanisms that determine working hours, considering the agents of the social system as a whole. These are influenced reciprocally. Working time also depends on the community's capacity to generate wealth and the very environmental conditions that interfere in working time. Yet again, we are in the presence of an element inserted in the global dynamics of interdependence and resulting from shared responsibility. Therefore, this includes examining organisational responsibility and determination of work time. Effective and sustainable (Barbosa, Drach & Corbella, 2014) intervention requires the intervention of multiple agents, such as politicians, organisational leaders and individual workers.

2.4 Combining work, family and personal life

Balance in the interaction between work-family and/or personal life is part of public policy in several countries. That balance is a critical aspect for many organisations (Méle, 1989; Allen, Cho & Meier, 2014). It is an element directly related to questions of gender equity at work (Anker et al., 2002, p. 38). Considering that question of equity, it is also related to appropriate time management, job opportunities for women and men, and to appropriate remuneration without discrimination. It also has an impact on social security and on several types of support for the employee, for example, the maternity and paternity leave they are entitled to. Questions of gender also appear to be related to social dialogue and the representativeness of workers, since women and men seem to be present in different ways in the workplace.

This component is difficult to determine regarding the appropriate balance between work, family and personal life, since there are substantial differences between individuals, cultures and countries. However, a general understanding can be established as to how this component is defined and operationalized. Once again we need to examine its determinants in the complex dynamics of the system as a whole and clarify intervention strategies in terms of the various agents, including organisations (and their management), politicians, individual workers and others.

2.5 Work that should be abolished

This component has already been designated as 'unacceptable work' (Anker et al., 2002, p. 3) and represents all kinds of work that is forced or which does not respect human rights. Included in this category are the various types of slave labour and child labour which, besides being forced, jeopardize, for example, children's

development. Included here are “[...] all forms of forced labour for certain purposes, including political coercion, economic development and as means of racial, social or religious discrimination. [...]” (Ghai, 2002, p. 19).

National policies can promote the abolishment of work that does not respect human rights (ILO, 1999c). However, commitment is needed by the various stakeholders intervening in the work context: organisational leaders, politicians, and individual workers who have responsibility for hiring employees. In general, all agents who participate directly or indirectly in work relationships are included in those who guarantee prevention of this kind of work.

Once more we are in the presence of a component where the interdependence between countries is particularly visible. If childhood labour is not controlled in a given country and economic agents employ children, the prices they set are competitive, and consequently those agents grow economically. At the same time, selling their products cheaply gives their customers good purchasing power, allowing them an economically comfortable life. Looking at these inter-dependences strengthens the idea that it is far from perfect to measure this component at the national level, without considering its global impacts, since the problem does not belong to those countries that fulfill the matter of elimination of work that should be abolished, but is rather a problem that belongs to all (Schwartz, 2003; Strudel, 2003).

2.6 Stability and security of work

Instability in the labour market with the associated absence of guarantees about the job itself is usually a source of worry and stress for the majority of employees. Job loss, even for a short period, brings financial costs and the loss of accumulation of human capital, and possibly devaluation of the knowledge and specific skills used, acquired and/or developed in the job which has been lost (Anker et al., 2002, p. 34). All this also has an impact on the family of the worker, who will often find a new job which means moving from the region and upheaval for everyone.

While recognizing the importance of the stability and security of work, this component particularly shows global interdependence and how any geographically circumscribed intervention is very limited in its reach. The absence of stability and security at work is partly a consequence of the global competition in which companies operate. We can therefore consider that less stability and security of work can be compensated for by robust social security, able to support the worker in more vulnerable situations such as that of unemployment. It is also worth approaching this substantive element as dependent on several agents, such as individual workers (who can strengthen their competence and contribution), organisational leaders (who can adopt human resource policies fitting this element), politicians (who can promote economic development and legislate according to this element), and others. However, the huge interdependence in our globalized world cannot be ignored, also requiring coordinated actions for effectiveness in promoting this substantive element.

2.7 Equal opportunity and treatment in employment

Fair treatment in the workplace involves various aspects, some of which have been discussed in the previous elements. What the majority of people hope for is “equal pay for work of equal value” (Anker et al., 2002, p. 42). Decent work includes the intention of job opportunities for women and men, without distinction concerning age, race, ethnic group, political opinion, sexual orientation or religious belief. Job opportunities should also be created to include people with disabilities

and other so-called stereotyped illnesses (Ghai, 2002, p. 21). As Anker et al. (2002, p.42) state, “[...] fair treatment means working without harassment or exposure to violence, some degree of autonomy, and fair handling of grievances and conflict.”

In this component, the shared responsibility of the different social agents is particularly visible: political decision-makers who create laws to establish equal opportunities, business leaders who put them into practice and individual agents who respect this principle, without appealing to any opposing tradition. This substantive element has to do with principles that are put into practice and emphasizes a culture of equality.

2.8 Safe work environment

Thinking about a safe and healthy work environment involves both physical and objective conditions of health and safety related to the worker’s well-being and the perception held of them. To this end, besides identifying them, they must be maintained and promoted.

This component of decent work is associated with the idea that, as far as possible, work should be performed placing existing resources to preserve the physical and psychological health of the employee. Therefore, decent work requires that, as far as possible, physical and psycho-social risks are prevented (Anker et al., 2002, p. 49), by promoting actions that avoid accidents and the development of occupational illnesses.

We should consider that a safe work environment requires allocation of resources, therefore making products and services more expensive. Here again, regarding this component of decent work, global interdependence is seen to make the use of national measures very limited. Selling cheaper products and services due to ignoring safety requirements in their production can be a factor in consumers’ greater purchasing power, perhaps in countries where workers have met the requirements of a safe work environment. Beside the interdependence between countries and regions underlying this substantive element, the various agents at different levels of inclusiveness have a shared responsibility to guarantee a safe working environment. Individual workers have to comply with defined procedures and rules preventing risk. Organisational leaders and managers have to establish safe procedures and create a safe working environment. Politicians have to approve laws and decide that organisations are complying with all these laws preventing risks to health.

Another aspect to consider in decent work in general, and particularly visible in this component, is the fact that the criteria defining a safe work environment are evolving. Scientific knowledge brings constant updating on risk factors, and technology provides monitoring and prevention devices that contribute to establishing safe work environments.

2.9 Social security

Different countries have created different measures and systems of social protection. Exposure to risks (mentioned when dealing with the safe work environment) and types and levels of protection vary between nations (Anker et al., 2002, p. 52; Ghai, 2003). Social security systems have a wide variety of institutional structures: they can be public, private or mixed; compulsory or voluntary; among other characteristics. Those systems exist, “[...] Yet the ILO estimates that only some 20 per cent of the world’s labour force has access to adequate social protection” (Anker et al, 2002, p. 52). Convention N. 102 (ILO, 1952) established

nine types of benefits to be guaranteed by social security: “medical care, sickness benefit, unemployment benefit, old-age benefit, employment injury benefit, family benefit, maternity benefit, invalidity benefit and survivors’ benefit [...]” (Anker et al., 2002, p. 53).

This component expresses the idea that participation in wealth creation through work should be rewarded, among other things, by the availability of resources to be used by individuals at moments or in periods of life when they are more vulnerable. Individuals are therefore considered as deserving of care throughout their life and in all limiting conditions, and not only in periods or situations in which they are productive.

In this component, it is also particularly visible how decent work has an underlying conception of an inclusive society of well-being. This emphasis on social security is counterbalanced by other components emphasizing productive work. Just as the safe work environment, social security is another component requiring the allocation of resources. For that reason, particularly evident in this dimension is the limitation of national measurements, when global interdependence shows that the resources each country generates are dependent on the actions of other countries in a dynamic network of complex interactions.

Regarding the shared responsibility in this substantive element, the individual worker has to keep a sufficiently high level of performance to contribute to the economic sustainability of business; organisational leaders and managers have to follow good management practices and good leadership strategies, and a sustainable organisational philosophy to maintain the organisation’s contribution to common wealth; politicians have to create laws which contribute to the social security of workers and their families.

2.10 Social dialogue, workers’ and employers’ representation

This element of DW concerns the possibility of workers expressing themselves in the workplace about matters related to their own work or which affect it directly. Gallie (2013, p. 454) speaks of different forms of participation: direct and indirect. Direct participation occurs when the worker has a direct influence on decisions involving their work and having direct consequences for it or for the worker’s life. Indirect participation is when the worker’s expression is made through intervention by trade unions and professional associations, often affecting the effectiveness of direct participation. The ILO highlights respect for the right of free association and protection of the worker’s right to negotiate collectively as an organisation (ILO, 1998, 2000). Social dialogue involves “any type of negotiation, consultation or exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating directly to work and related economic and social policies” (Anker et al., 2002, p. 55).

This component of decent work shows great inter-cultural variety, since different cultures are substantially distinct regarding mechanisms of social dialogue. On one hand, particularly evident in this component is the shared responsibility of the various social agents. Participation in social dialogue and making it effective means that the agents involved must be committed to that participation, which is more than the opportunity they are given to participate. The existence of mechanisms for participation does not alone guarantee effective participation, and to be of good quality it must be engaged participation. More than a fundamental aspect of the rights (and duties) of workers, employers and governments, social dialogue is an essential part of the process towards decent work.

2.11 Economic and social context for decent work

In the area of public health and epidemiology, some studies recognize that economic and political processes create 'income inequality' influencing individual and public resources, such as: Education, Health, Social welfare and working conditions and that reviewing those processes could reduce inequality (Lynch, Smith, Kaplan & House, 2000). The impacts are wide-ranging, not only on how people live, including longevity and mortality rates. "[...] inequality in income distribution is likely to be associated with inequality in access to health and social services, in education, and in a number of other aspects of society relevant to mortality" (Rodgers, 2002, p. 536). Studies on inequality in income distribution and its impact on people's health indicate a negative effect on the latter (Elstad, Dahl & Hofoss, 2006). Findings "that income inequality is bad for the health of the whole population and not only for those with the lowest incomes were seen to have important implications. Reducing the inequality would be in everyone's interest, including those with higher incomes" (Mackenbach, 2002, p. 1).

An extremely relevant factor represented by the first group of indicators (related to the employment opportunities component) of DW is employment, one of the essential objectives of the ILO being the reduction of unemployment rates (Godfrey, 2003, p. 1). Sen (1997) quotes ten types of social ills associated with mass unemployment, among them social exclusion with loss of freedom (with diminished participation in the community, less contribution and greater dependence); loss of confidence and feeling of controlling one's own life (with consequences for the long-term loss of competences); psychological ills (with the loss of self-respect and motivation); destabilization of human relationships (especially the growth of family tensions); possible increase of tensions related to inequality (racial and gender inequality), because when jobs become scarce 'the groups most affected are often the minorities, especially parts of immigrant communities' (Sen, 1997, p. 163); loss of social values and responsibility, as many who suffer unemployment have more intensified feelings of exclusion and rejection, and develop disbelief and cynicism regarding social justice, while others also have a feeling of continued dependence that undermines responsibility and self-confidence.

The economic and social context can influence the sustainability of decent work, just as performing decent work can, and should, affect a region's socio-economic results. This element also takes into consideration a region's various socio-economic characteristics regarding employment which have an impact on the measures and indicators of regional DW. For example: school-age children attending (or not attending) school; the rate of inflation; the adult population's level of schooling (illiteracy rates and percentage of adults completing basic education); women's participation in the labour market (in general and classified according to different occupations); 'wages/earnings inequality'; measures of poverty; among other characteristics (ILO, 2013). We cannot omit mentioning, however, that today this component of decent work must also be seen in the framework of global interdependence concerning social, economic and environmental aspects. Assessments that segment indicators of decent work geographically are therefore insufficient. Those assessments are necessary, but it is important to retain the notion that inter-dependence should be considered in the analyses and interventions foreseen.

3 Propositions on decent work

Summarizing, these 11 elements are ingredients of the concept of decent work and form a valuable compass to guide the actions of economic, social and political agents. From examining them, however, the four aspects we refer to stand out. The first aspect mentioned was that responsibility is shared among several agents concerning fulfilment of decent work in society. Decent work is not the exclusive responsibility of political leaders, business-people, workers or any one of the other economic and social agents. It is a responsibility shared among all, and only with the efforts of all can it be progressively achieved. This aspect of the decent work agenda is already present in the concept of tripartism (participation of government, employers and employees) considered crucial for achieving decent work (ILO, 2008a). We propose a shared responsibility more than just a right. Furthermore, others stakeholders should be considered in promoting decent work, such as clients, suppliers, and members of several organisations in related fields (professional associations, unions, etc.).

We emphasized this aspect regarding the content of employment opportunities, adequate earnings and productive work, social security, and social dialogue, but it applies to all the components of DW, and to the concept as a whole.

The shared responsibility helps us to consider participation in two ways: on one hand, participation is the right to have a say regarding things that directly affect each agent's own life (Glew, Griffin & Van Fleet, 1995; Heller, Pusic, Strauss & Wilpert, 1998). On the other hand, participation is a responsibility for each agent and corresponds to them playing their part in pursuing collectively agreed aims. From this approach a statement can be proposed:

Proposition 1 – Decent work for all depends on it being formed by all. The greater the number of different stakeholders/agents are involved in pursuing decent work, better results will be achieved.

An implication of that proposition is that interventions aiming to spread decent work should involve several stakeholders in order to be effective. Good public policies do not necessarily lead to good results if other crucial stakeholders (such as workers, employers, customers and professional associations) are absent and prevent the effectiveness of those public policies. Another point is that the same individual has different roles in their life. He /she can be a worker and a consumer. Often their behavior in different roles is not aligned with the same principles and values.

Derived from Proposition 1, a theoretical proposition can also be formulated as a hypothesis which can be submitted to empirical research in the future: other things being equal, the number and diversity of stakeholders involved in projects aiming to reach decent work is related to the effectiveness of the intervention.

The second aspect we referred to was that the components of decent work are, to some extent, differentiated culturally. We underlined this aspect in the components related to the use of time (decent working time and combining work, family and personal life), and also social security and social dialogue, but it also applies to the concept of DW as a whole. Differences between cultures occur hand in hand with universal principles and rights (UN, 1948).

At the organisational level, adoption of policies and practices of incorporation and management of diversity are seen to be important, as they express an intelligent balance between welcoming diversity and respect for universally accepted principles

and rights (Jeanes, Knights & Martin, 2011). Also at the individual level the same balance should be reached. Individuals can accept and express diversity as long as that diversity does not contradict those human rights and principles. Social scientists can have a crucial role in helping to sharpen the border between what is an acceptable cultural difference and what is a universal expression of human rights. From this, the following proposition can be stated:

Proposition 2 – There should be two kinds of measures of decent work: (a) Those referring to universal and comparable aspects of decent work; and (b) Culturally specific ones which differ between one culture and another.

Practical implications can be formulated from Proposition 2. Decent work indicators should include culturally specific aspects as well as universal aspects. New investments in developing culturally specific measures (or indicators) are relevant. Rankings of decent work deficit can be useful but have limitations, considering that comparing cultures through the same dimensions is also looking at one culture through the perspective of another. A challenge for future research is to explore the development of qualitative measures able to characterize decent work within specific cultural frameworks.

The third aspect referred to was that the components of decent work are evolving, and can be updated according to technical and scientific advancements in the most diverse areas. This is particularly evident in the component of a safe work environment, but applies to the concept of DW as a whole. As for organisations, this aspect highlights the importance of organisations keeping up-to-date concerning knowledge and technology as it becomes available. Therefore, good knowledge management practices are fundamental for organisations accepting their part of the responsibility for promoting decent work, one aspect of Corporate Social Responsibility (Safwat, 2015). The same can be said regarding individual workers and politicians. The general idea is that the concept in its underlying values will stand for a long time (because it is grounded in universal values) (ILO, 1944, 2001a, 2001b; Méle & Sánchez-Runde, 2013) but its operationalization often needs to be refreshed. From this we can state the following proposition:

Proposition 3 – Operationalization of 'decent work' needs to be steadily updated so that the concept remains useful for intervention and research.

That proposition implies that measurement and refinement of the concept is always in progress. The way the various social agents update their knowledge in order to have a pertinent perspective rather than an outdated one is a requirement for good quality interventions. It is also crucial to bring new knowledge to the design and implementation of interventions, keeping close links with the core values and principles underlying decent work. Regarding research in decent work, it is relevant to pay special attention to the measures used, ensuring their fit to current knowledge on this subject.

The fourth aspect referred to was that, considering global interdependence in social, economic and environmental terms, measuring decent work at the national level is insufficient for understanding of the relevant social dynamics and for integrated intervention in situations of decent work deficit. We stressed this aspect in relation to the components of work that should be abolished, stability and security of work, and then again in employment opportunities, adequate earnings and productive work, and social security. We argued that decent work deficit in one country is always included in interdependent global dynamics.

Concerning organisations, global interdependence is on the one hand an indication of the limits of their intervention (because they are part of a network of profound worldwide interdependence), and on the other draws attention to the reach of the influence of their action, which affects not only those they are directly related to, but also all agents they relate to at a distance. Individual workers are at the same time, limited in their action and potentially influence many others. They can associate and be represented in the loci where decisions that directly affect their lives are taken (Glew, Griffin & Van Fleet, 1995; Heller et al., 1998). Their actions affect others and the actions of others affect them – all around the world. Politicians and those responsible for public policies have to consider their action regarding its effect at local, national, regional and global levels. Therefore, we can state the following proposition:

Proposition 4 – A decent work deficit, no matter at which level it occurs, is always a global decent work deficit.

The understanding of decent work dynamics requires measurement at local, national, regional and global levels. Practitioners committed to spreading decent work should look at those multiple measures, at several levels of comprehensiveness, otherwise they will be solving a problem in one place at the expense of creating a problem in another. Consequently, the intervention in pursuing decent work will be more effective and sustainable (Barbosa, Drach & Corbella, 2014) the more the measures taken comprise different levels of inclusiveness for measuring decent work.

Conclusion

The 11 substantive elements included in the DW concept today were presented and discussed. In this analysis we emphasize 4 aspects relevant for analyzing decent work: the responsibility shared among the various social agents; cultural differences in expressing DW along with universal principles and rights; its evolving nature arising from the advance of scientific knowledge; and finally, the globally inter-dependent scenario in which social agents operate, whether we consider individual, organizational, social, national, regional or global levels.

For social agents who intend to pursue decent work, it is particularly relevant (a) to belong to a community of agents interested in and committed to decent work, to strengthen the impact of their intervention; (b) to use context-specific measures as well as universal measures of decent work; (c) to have access to current knowledge allowing the use of updated versions of decent work; and (d) to have indicators assessing several levels of analysis and always to approach DW as a global problem.

Those propositions can help further research through refining concepts, measures, and the process of stating new research hypotheses. It can also help in the improvement of interventions in the pursuit of decent work for all, formed by all.

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CAPÍTULO 4

The Decent Work Questionnaire (DWQ):

Development and validation in two samples of knowledge workers^{5,6}

Abstract

This research aimed to develop a questionnaire measure of workers' perceptions of decent work. The initial pool of 72 items covered the substantive elements used by the International Labour Organization to characterize decent work. It was administered to workers from Portugal (N = 636) and Brazil (N = 1039) and submitted to exploratory and confirmatory factor analysis. The final 31-item version yields seven factor scores in addition to the global decent work score. With good reliability, convergent and discriminant validity indices, the DWQ could open new avenues for empirical studies of the decent work concept.

Key-words: Decent Work Questionnaire, questionnaire development, psychometrics, burnout, work engagement

Introduction

The present article reports on the development of a measure of decent work (DW) from the perspective of work, organizational and personnel psychology (WOPP). The relevance of this work comes from the psychological approach underlying its conceptualization and the individual level of analysis, based on workers' perceptions of their work and professional context.

The Decent work (DW) concept has been developed since 1999 by the International Labour Organization (ILO) (ILO, 1999). Since then, it has become the focus of the ILO's agenda. Four main values underlie ILO's action: freedom, equity, security and human dignity (ILO, 2008a, p. 2). These values are expressed through four strategic objectives: 1) standards and fundamental principles and rights at work; 2) employment; 3) social protection; and 4) social dialogue (ILO, 1999, 2001, 2008b). These objectives may be summarized as follows: Fundamental principles and rights are the preconditions of decent work, while employment or work with quality and security is the content, and social dialogue is the "process whereby it can be achieved" (ILO, 2001, p. 59).

Those four strategic objectives cover several concepts which have been studied in the realm of WOPP. This is the case of unemployment, work-life balance, career management, worker participation and compensation systems, to name but a few.

⁵ This chapter correspond to the article: Ferraro, T., Pais, L., dos Santos, N. R. and Moreira, J. M. (2016). The Decent Work Questionnaire (DWQ): Development and validation in two samples of knowledge workers. *International Labour Review*. Accepted Author Manuscript. doi:10.1111/ilr.12039. The chapter follows the author's guidelines of the journal.

This chapter also gave rise to an oral presentation at the 14th European Conference on Psychological Assessment, in Lisbon, 5-8 July 2017 (see appendix I).

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Previous research on unemployment found damaging effects on mental health and social integration, highlighting the relevance of work for well-being and health (Dollard & Winefield, 2002; Gowan, 2014; McKee-Ryan, Song, Wanberg & Kinicki, 2005; Murphy & Athanasou, 1999; Paul & Moser, 2009; Wanberg, 2012; Wanberg, Kammeyer-Mueller & Shi, 2001). Work-life balance research pointed out the interdependence among work, personal life and family, and various ways of all becoming synergic to reduce distress (Allen, 2013; Byron, 2005; Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Greenhaus & Allen, 2014; Greenhaus & Beutell, 1985; Greenhaus, Collins & Shaw, 2003; Kossek, Baltes & Matthews, 2011; Kossek & Ozeki, 1998, 1999). Career management research has shown a change in career management and development practices which moved responsibilities from employers to employees, bringing additional pressure on the latter while also providing more autonomy and freedom (Baruch, 2006; Baruch & Rosenstein, 1992; Greenhaus, 2003; Greenhaus & Kossek, 2014; Sullivan & Baruch, 2009). Workers' participation has been shown to have an impact on productivity (Doucouliagos, 1995), job satisfaction, commitment and trust in managers (Timming, 2012). However, results on the effects of participation are also somewhat paradoxical (Timming, 2012), showing that further research is needed aiming for configuration of the best possible forms of participation. Research on compensation systems [adequate earnings is a substantive element, SE, of decent work (ILO, 2008b, 2012, 2013a, 2013b)] has shown them to have an impact on work motivation and justice perceptions (Dulebohn & Werling, 2007; Gerhart & Milkovich, 1992; Judge, Piccolo, Podsakoff, Shaw & Rick, 2010).

In spite of research on the constructs from the field of WOPP presented here, DW as an integrative concept has been almost absent from the psychology domain. The present study aims to contribute to filling this gap.

This article begins by discussing the various existing DW measures and highlighting the unique contribution that can be made by adopting a psychological perspective. Following this, the development of the instrument is described and its psychometric properties are reported. The final discussion points out the strengths and weaknesses of the approach and the measure proposed, and how it is related to the pre-existing measures. The implications for practice and new directions for future research are also discussed.

1. Measurement of DW

Several DW measures have been used in trying to operationalize that concept for policy and intervention purposes. In general, these measures have a national or regional scope. Recognizing the limitations of these measures, the Director-General of ILO stated: "At present our information systems provide only a partial, and sometimes only a rudimentary picture of decent work deficits [...]". At that time he stressed the relevance of investments in "[...] design and implementation of our data and statistical base" (ILO, 2001, p. 67).

Since then, other measures have been proposed at regional, national and organizational levels, mostly in the fields of economics, policies and law, using several indexes, indicators and surveys. Those measures enabled the inclusion of the Decent Work Agenda (DWA) in the policies of ILO members. The availability of these measures meant greater capacity to concentrate efforts on poverty reduction (Anker, Chernyshev, Egger,

Mehran & Ritter, 2002, p. iv) and international alignment with the “development agenda, including the Millenium Development Goals (MDGs)” (ILO, 2008b, p. 3).

A long, but not exhaustive, list of various measures related to DW has been developed in the last decades and can be presented: The Laeken indicators, a list of job quality indicators (Davoine, Erhel & Guergoat-Lariviere, 2008; Tangian, 2009); the Hans Böckler Foundation reports that index the precariousness of work (Tangian, 2009); the Gute Arbeit (Good Work) indicator proposed by The German Confederation of Trade Unions (Deutschen Gewerkschaftsbundes, DGB, 2016); the Organisation for Economic Co-operation and Development’s indicators dedicated to the mental health issues of workers (OECD, 2012; Tangian, 2009); the European Working Conditions Surveys (EWCS), produced by the European Foundation for the Improvement of Living and Working Conditions (Eurofound, 2012); the European Values Surveys (EVS); the work module of International Social Survey Programme (ISSP); and the European Community Household Panel (ECHP; Eurostat) replaced by the European Social Survey (ESS) and by the European Working Condition Survey (EWCS) (Davoine & Méda, 2008). Our measure is different from those presented in this list since the DWQ was designed under the DW concept, and has allowed identification of factors that underly the subjective perceptions of DW by the workers themselves. Therefore, it is an enrichment of other approaches to measuring DW.

Different contents of DW were selected as core dimensions of the DW concept by different authors when trying to configure their DW measures. Standing (2002) focused on security (labour market security, employment security, job security, work security, skill reproduction security, income security and representation security). Bonnet, Figueiredo and Standing (2003) also reinforced the importance of security. According to these authors, “decent work was conceptualized as requiring basic security for all - in society, in the workplace and for individual workers” (p. 213). According to Fields (2003, p. 260), adequate jobs and “acceptable earnings levels” are the most representative of the “core labour standards”.

Other authors have been concerned with the need to translate the DW concept in a way that is understandable to all players involved in work relations. Four criteria were proposed: “(i) conceptual relevance; (ii) easily communicated interpretation; (iii) availability of data for a range of countries (industrialized, developing and transition); (iv) a reasonable level of international comparability” (Anker, Chernyshev, Egger, Mehran & Ritter, 2003, p. 169). Finally, labour force surveys (some of them listed above) were also used as a source of data on work conditions according to country (Bescond, Châtaignier & Mehran, 2003). This source enables comparison between countries, for instance, regarding employment and unemployment.

In general, these different instruments for measuring DW have contributed to guiding national policies aimed at DW in several countries. However, some limitations of these measures have been reported and both authors and policy makers have to face several hindrances: a) different levels of national economic, political and social development (Ghai, 2003a; Godfrey, 2003); b) high interdependence between countries makes DW measures inaccurate at the national level (Ferraro, Pais & dos Santos, 2015); c) different systems of social security and protection (Ghai, 2003b); d) different labour markets (Fields, 2003;

Godfrey, 2003); d) a wide diversity of work conditions; and e) different sources and instruments in the various countries (Ahmed, 2003; Bescond et al, 2003; Bonnet et al, 2003).

Those differences affect the accuracy of the information negatively, making cross-country comparisons difficult (Anker et al., 2002, 2003) and hindering the creation of a single index analogous to the Human Development Index (Anker et al., 2002; Godfrey, 2003). On the other hand, despite differences between countries and measures, there are fundamental principles and rights at work (Anker et al., 2002; ILO, 1999, 2001, 2008a, 2008b, 2013a), which supports the existence of universal measures.

Furthermore, the individual level of analysis is almost missing in current measures. The individual level of analysis would complement current measures by adding workers' perception of the presence of DW conditions in their current job and job context. The WOPP approach can make a unique contribution to this goal, through the development of a psychometric measure of DW, while also adding a new discipline to the traditional approaches to the concept. As Somavía said, "people must be the principal drivers" (ILO, 2003, p. 16). Accordingly, a DW measure based on workers' perception of their work and work conditions can bring new information to the understanding of DW and add to existing knowledge.

A first step in this direction was taken by Webster, Budlender and Orkin (2015), who presented a DW measure at the individual level. However, their questionnaire was conceived to monitor DW deficits in a specific region of South Africa. The items are written in dichotomous format (yes/no format for the most part), and cover only some aspects of DW rather than the whole concept.

Considering the previous reflection developed by several authors, the ILO proposed 11 SEs (ILO, 2008b, 2012, 2013a, 2013b) which form the Decent Work Agenda. These SEs were the compass that guided us in constructing the new DW measure.

2. Development of the new measure

We began by analysing the ILO (2008b, 2012, 2013a, 2013b) documents where the Decent Work Agenda and the SEs were described (available in Table 9). The SEs were assumed as the main contents to be included in the new measure. Based on them, a semi-structured interview guide was written and 25 interviews with experts were carried out (13 from Brazil, 11 from Portugal and one from New Zealand). These experts were chosen because they had professional involvement with labour issues. They included two lawyers, three corporate owners, two finance professionals, one human resource manager, one researcher, one policy maker and 15 researchers in Work, Organizational and Personnel Psychology (WOPP).

Interviews were recorded, transcribed and content analysis was carried out with a view to writing the items. Based on the 11 SEs and content analysis of the interviews, four experts (WOPP and a questionnaire development specialist) wrote the first version of the items. These were written thinking in terms of employees' perception of their work and professional context. Each of the 11 SEs was covered at least by 2 items. The inclusion of each item was discussed among the four researchers until agreement was reached. That process ended with the first version of the Decent Work Questionnaire (DWQ), composed of 72 items.

3. Method

Participants

The sample was composed of workers in Portugal ($n = 636$) and Brazil ($n = 1045$, from which 6 had to be deleted due to missing values). Most of the sample was collected in a research project that emphasised the work experience of knowledge workers, and therefore these groups were oversampled, but other professional groups were also recruited. The composition of the sample in terms of professional groups is presented in Table 1.

Table 1: Professional groups

Professions	Portuguese sample	Brazilian sample	Total sample
Researchers	252 (39.6%)	389 (37.2%)	641 (38.1%)
Teachers (higher education)	312 (49.1%)	249 (23.8%)	561 (33.4%)
Physicians	19 (3.0%)	153 (14.6%)	172 (10.2%)
Lawyers	4 (0.6%)	51 (5.0%)	55 (3.3%)
Financial analysts	6 (0.9%)	15 (1.4%)	21 (1.2%)
Computer engineers	2 (0.3%)	8 (0.8%)	10 (0.6%)
Others (*)	41 (6.5%)	180 (17.2%)	221 (13.2%)
Total sample (n)	636	1045	1681

(*) Others: agronomists; air traffic controllers; nurses; among others.

To be eligible for the study, participants had to have at least six months of professional experience, be professionally active, that is, not unemployed or retired, and be paid for the work they carried out. The questionnaire was written so that it could be applicable to widely different work situations: business owners, independent professionals, government or private employees either on permanent or on temporary contracts (including domestic helpers), student workers, researchers paid by grants, individuals doing internships, trainees or apprentices.

Both samples were approximately balanced by gender. The percentage of women was 54.1% in the Portuguese sample and 46.2% in the Brazilian sample. Participants' age was divided into five categories, each spanning 15 years. The distribution in each sample is presented in Table 2.

Level of schooling was classified in six categories, adjusted according to the structure of the educational system in each country. Table 3 shows the expected predominance of participants with non-Ph.D. or Ph.D. levels of postgraduate education.

Participants were recruited mostly by contacting professional associations, or by sending emails to email addresses on institutional websites. Either the association or individual professionals were contacted personally, by phone or email, briefed about the study and presented with the consent form and the survey. Participants were required to read and sign the consent form before responding to the questionnaires. In most cases, the survey was made available through a hyperlink and answered online. The consent form was presented on the participant's computer screen and he or she clicked on a button to signal consent to participate. The consent form assured the participants that responses were anonymous and confidential, and would be used only for research purposes. Respondents were also informed that their participation was entirely voluntary, and that they could

discontinue participation at any time. Only 30 questionnaires were administered on paper, all in the Brazilian sample, of which six were discarded due to missing responses. Responding to the survey took around 20 minutes.

Table 2: Age distribution

Age (years)	Portuguese Sample (n=636)	Brazilian Sample (n=1039)
21 - 35	143 (22.5%)	306 (29.5%)
36 - 50	319 (50.2%)	401 (38.6%)
51 - 65	163 (25.6%)	299 (28.8%)
66 - 80	7 (1.1%)	29 (2.8%)
≥ 81	2 (0.3%)	3 (0.3%)
Missing value	2 (0.3%)	1 (0.1%)

Table 3: Educational Level Distribution

Educational level	Portuguese Sample (n=636)	Brazilian Sample (n=1039)
Up to 9th year of schooling (and inclusive)	0	1 (0.1%)
From 10 to 12 year of schooling (inclusive)	3 (0.5%)	18 (1.7%)
College degree / Bachelor or equivalent	1 (0.2%)	105 (10.1%)
Master degree and/or post-graduation or equivalent	117 (18.4%)	435 (41.9%)
PhD	515 (81%)	480 (46.9%)

Instruments

Decent Work Questionnaire (DWQ)

The first version of the Decent Work Questionnaire had 72 items. It was administered to participants, in order to collect data for selection of the items for the final version and assessment of its psychometric properties. The goal being to administer the questionnaire both in Portugal and in Brazil, we took care to write items that would be appropriate in both countries' forms of Portuguese. One example is item 16, referring to 'Equal opportunities and treatment in employment' (SE7): "In general, decision-making processes regarding my work are fair" (in Portuguese, "Em geral, os processos de tomada de decisão relativamente ao meu trabalho são justos."). Items were written with care, to ensure clarity and ease of understanding on the part of participants. This was checked by means of "think aloud" interviews with 13 professionals from different professional groups and work situations from both countries. These participants, similar to those responding in the main study, were asked to read each item aloud and to comment on their understanding of what they had read, so as to assess their understanding and how they interpreted the item. After that, they were questioned about how they would respond and why, so as to check processes involved in making decisions about how to respond. Finally, suggestions were collected. These interviews allowed us to revise and improve the formulation of some items, and led to one item being split into two. Each item was answered on a 5-point Likert scale, from 1 = "I do not agree" to 5 = "I completely agree". In the current study, the Cronbach alpha coefficient

for the global scale was .92 in the Portuguese sample, and .93 in the Brazilian sample. Alpha coefficients for DW subscales can be seen in the Table 7 (for the Brazilian sample) and Table 8 (for the Portuguese sample).

Together with DWQ, we administered the Utrecht Work Engagement Scale (UWES; Schaufeli, Salanova, Gonzalez-Romá & Bakker, 2002) and the Personal Burnout subscale of the Copenhagen Burnout Inventory (CBI; Kristensen, Borritz, Villadsen & Christensen, 2005) as sources of convergent and discriminant validity criteria.

Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002) is a measure of work engagement, that is, of the degree to which people feel vigorous and enthusiastic about their work (Schaufeli & Bakker, 2009). The scale has been adapted both for Portuguese (Schaufeli, Martínez, Pinto, Salanova & Bakker, 2002) and Brazilian populations (Machado, Porto-Martins & Benevides-Pereira, 2014; Porto-Martins, Machado & Benevides-Pereira, 2013). The UWES is a 17-item scale with three subscales: Vigor, Dedication and Absorption. Response options are on a 7-point Likert scale from 0 = “Never” to 6 = “Always/Every day”. One sample item is “I find the work that I do full of meaning and purpose”. In the present study, in both the Portuguese and Brazilian samples, the scale showed good internal consistency, demonstrated by the Cronbach alpha coefficient of .95 (Urbina, 2014).

Copenhagen Burnout Inventory (CBI)

The Copenhagen Burnout Inventory (CBI; Kristensen et al., 2005) is a measure of burnout, that is, of “the degree of physical and psychological fatigue and exhaustion experienced by the person” (Kristensen et al, 2005, p. 197). Burned-out workers often feel dehumanized and exhausted. The CBI includes three subscales, assessing Personal Burnout, Work-Related Burnout and Client-Related Burnout. In our study, only the Personal Burnout scale, composed of six items, was used, given that it was the most relevant for validation of the DWQ, and to avoid an excessively long protocol. Responses to the CBI are given on a 5-point Likert scale, from 1 = “Always” to 5 = “Never/Almost Never”. A sample item is “How often are you emotionally exhausted?” In the current study we used previously validated Portuguese (Fonte, 2011) and Brazilian versions (Bonafé, Trotta, Maroco & Campos, 2012; Campos, Carlotto & Maroco, 2013). Cronbach’s alpha in the current study was .89 in the Portuguese sample, and .92 in the Brazilian sample.

4. Results

Data from the initial DWQ items were submitted to exploratory factor analysis, followed by cross-validation in confirmatory factor analysis. Exploratory factor analysis is a statistical technique that uses information on how strongly responses to different items are statistically associated (correlated) so as to identify the main dimensions (factors) underlying responses to the whole item set. The meaning of such factors is then inductively determined by looking at the items factor analysis points out as most strongly related to each factor, and determining what the common aspect of their content is. Confirmatory factor analysis begins with the hypothesis that only certain groups of items are related to certain factors, and assesses the

degree to which this hypothesis is statistically tenable in one or more samples. Both analyses were carried out in parallel in the Portuguese and Brazilian samples, as mentioned previously.

Exploratory Factor Analysis

Taking advantage of the size of participant samples in both countries (Portugal, $n = 636$ and Brazil, $n = 1045$), we randomly split each sample in two, the first half being used for the exploratory factor analysis and the other held back for confirmatory factor analysis.

The first half of the samples ($n = 314$, in the Portuguese sample and $n = 542$, in the Brazilian sample) were therefore submitted to principal component analyses⁷ with Varimax rotation, employing IBM SPSS Statistics 22. To determine the number of components to extract, the scree plot technique (Cattell & Vogelmann, 1977), known to be one of the most accurate (Zwick & Velicer, 1986) was used, indicating 8 components for both countries. The emerging factors were very similar in both countries, only with a few changes of order in the middle of the list. We decided to follow the order found in the Brazilian sample, merely because it was larger. For reasons of space, we do not present the complete factor matrices, but these can be obtained by contacting the authors.

As to the interpretation assigned to each of the eight factors found, Factor 1 was interpreted as referring to ‘Fundamental Principles and Values at Work’ given that it included items (e.g., “I am free to think and express my opinions about my work”) reflecting justice, dignity, freedom, acceptance (without discrimination), fair treatment in the workplace, clarity of norms, trust, solidarity, participation and mental health. This factor appeared to us as representing the principles and values that make up the essence of DW and constitute the necessary preconditions or foundations of DW (ILO, 1999, 2001); Factor 2 we have called ‘Adequate Working Time and Workload’ for it gathers items referring to the proper (or decent) management of time (e.g. “I consider adequate/appropriate the average number of hours that I work per day”), to the distribution of time between work and family (or personal life), to the rhythm of work, deadlines and work schedules; Factor 3, ‘Fulfilling and Productive Work’, brought together items associated with work as a contribution to the future of new generations, the connection between work and personal and professional development, work and its contribution to fulfillment (personal and professional), the creation of value (for the organization, for customers and/or for society) and the recognition that the employee carries out a worthwhile job (e.g. “I consider the work I do as dignifying”); Factor 4, called ‘Meaningful retribution for the exercise of citizenship’ included items addressing the relationship between a life lived with dignity and autonomy and the retribution received for work, the possibility of providing well-being to those depending on the worker (from what is earned from work itself), the relationship between what is earned from work and the feeling of personal well-being and the perception of fairness regarding what is earned (e.g. “What I earn through my work allows me to live with dignity and autonomy”); Factor 5, identified as ‘Social Protection’, gathers items concentrating on the perception of being protected in case of loss of work or illness, on the family being protected through a system of social security and the prospects for a decent retirement. In this factor we see as deposited

⁷ Although we know this to be controversial (Velicer & Jackson, 1990), we use the terms “factors” and “components” synonymously in this paper.

much of that which society is expected to do or the way the worker expects society to repay and recognize his or her committed efforts at work [e.g. “I feel that I am protected if I become unemployed (unemployment insurance, government social benefits, social programs, etc)”]; Factor 6 was named ‘Opportunities’, for it grouped items (e.g. “Currently, I think there are work/job opportunities for a professional like me”) expressing employability, entrepreneurship (the possibility of the professional creating his or her own job) and a future perspective in which received retributions, income or benefits are increased, by means of work opportunities for a professional with the characteristics the participant shows, regarding promotion, skill, development, among others; this factor is related to a certain optimism or hope for a better future, starting from the qualities and personal resources the professional can see in him or herself and from identification of development opportunities in his or her current professional context. It says a little about how much workers sees themselves as transformative forces of their own reality and about how much their current professional context favors that; Factor 7 we have called ‘Health and Safety’ for it includes the perception of being protected from risks to physical health, of having everything needed to maintain physical integrity and safety in the workplace, and that the environmental conditions in the workplace are safe [e.g. “In general, I have safe environmental conditions in my work (temperature, noise, humidity, etc.)”]; this factor is closely related to what the worker expects the professional context to ensure, but in contrast to Factor 5, ‘Social Protection’, here the focus is on a very specific type of protection associated with physical health and safety; finally, Factor 8, has been named ‘Underemployment’ and represents jobs providing insufficient work time, in which workers work fewer hours than they would like and fewer hours than would be needed to earn enough.

Item selection and Confirmatory Factor Analysis

Aiming for a final questionnaire that was short and easy to administer and score, we tried to select items that were (a) strongly related to each factor (i.e., with high loadings, in the factor analysis terminology), but also (b) representative of the diverse aspects of the factor and (c) internally consistent, so as to ensure good reliability coefficient values. We began by selecting items correlating above .50 with the respective factors in the exploratory factor analysis (after rotation), whose content was coherent with the general meaning of the factor and not redundant with that of other selected items. These criteria guided our search for a balance among the total number of items, their diversity and the Cronbach’s alpha⁸ value found for each factor.

With this in mind, and after applying the criteria mentioned above, we calculated Cronbach alphas for each of the eight factors, checking on the contribution of items and deleting those that lowered the alpha value for the factor. We concluded this stage with 32 items and 7 factors, given that we decided to exclude Factor 8 (‘Underemployment’). In fact, in both samples, this factor yielded very low alpha values: .51 in the Portuguese sample and .57 in the Brazilian sample. In addition, it included only two items, both relating to the issue of work time (as described above).

⁸ Cronbach’s alfa coefficient is a measure of the internal consistency of the item set used to measure a given variable, used as an indicator of the reliability of the obtained scores. It varies between 0 and 1, with values of at least .8 being generally recommended for psychometric measures (see Urbina, 2014).

To carry out confirmatory factor analysis, we used the second half of the Portuguese ($n = 322$) and Brazilian ($n = 497$) samples, and AMOS 20 software. The structural model tested included a general, second-order factor influencing the seven factors previously encountered in the exploratory analysis and explaining their intercorrelations (see Figure 1).

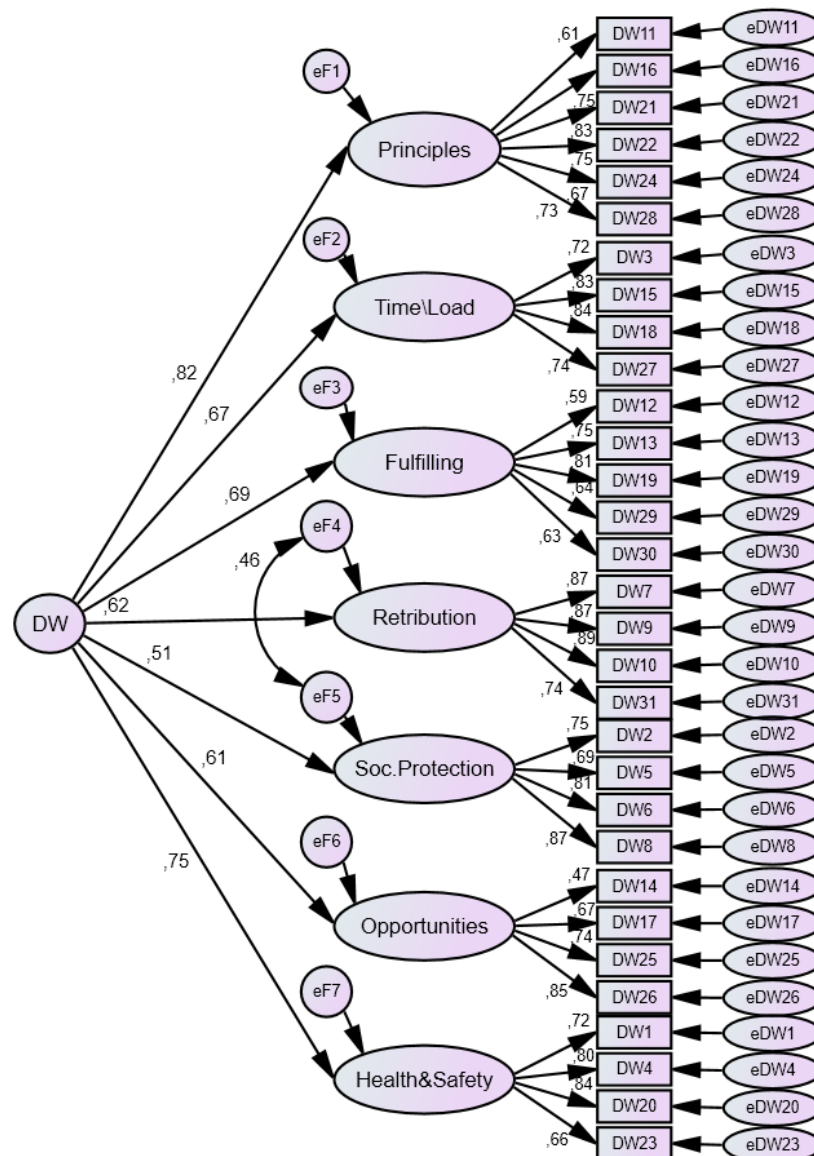


Figure 1. Final Structural Model Tested⁹

In the initial analysis with this model, we found that two items presented significant correlated error terms. This means that they were more strongly correlated than would be expected simply from their correlations with the same factor. Given that they had very similar contents, certainly at the origin of the problem, we decided to delete one of them, keeping the

⁹ The values correspond to the standardized estimates of model with the sample of *Confirmatory Factor Analysis* and invariance test ($n = 819$).

other. Therefore, the final questionnaire, presented in Appendix A (English version¹⁰), is composed of 31 items. Readers interested in consulting the entire initial 72-item set and/or the complete factor analysis outputs can request them by contacting the authors. For the scoring of the questionnaire, item responses are simply averaged. This is done for all the items (Global DW score) and for each factor. Items belonging to each factor can be determined by consulting Figure 1 and seeing which items receive an arrow from that factor. The quality of the proposed model was shown by its good adjustment in both samples, as presented in Table 4.

Table 4: Goodness of fit indices of Decent Work Questionnaire (DWQ) in the two samples (n = 819)

Sample	χ^2 (426)	χ^2/df	NFI	CFI	RMSEA	RMR
Brazil (n = 497)	1212.88	2.85	.86	.90	.06	.06
Portugal (n = 322)	944.80	2.22	.84	.91	.06	.07

χ^2 (chi-square); df (degrees of freedom); NFI (The Bender-Bonnet Normed Fit Index); CFI (Comparative Fit Index); RMSEA (Root Mean Square Error of Approximation); RMR (Root Mean Square Residual).

All items are positively and significantly related to the respective factors, and these with the general (DW) factor, with $p < .001$ in every case (values presented in Figure 1). Correlations between the factors are explained by their correlations with the general factor. The exception is the correlation between ‘Social Protection’ and ‘Meaningful retribution for the exercise of citizenship’ factors, for which confirmatory factor analysis indicates an additional correlation of .35 (in the Portuguese sample) and .52 (in the Brazilian sample) between their error terms (variance not explained by the general factor). This additional correlation suggests that participants perceive ‘Social Protection’ as closely related to ‘Meaningful retribution for the exercise of citizenship’. These results justify the use of both a global DW score and separate individual factor scores, depending on the circumstances and goals when using the DWQ.

Invariance test in two countries

By developing an instrument in two countries simultaneously, and having collected two large samples, it becomes possible to test for measurement invariance, testing the model’s adjustment for the two countries. Following current practice in the development of psychometric instruments in cross-cultural contexts, we began with the structural model we tested (Figure 1), and added constraints forcing regression weights and intercepts (basically, parameters of the relations between items and factors) to be equal in both samples (Arbuckle, 2014). We then checked whether these constraints caused the model to adjust less well to the data (this would happen if the items did not relate to the factors in similar ways in both countries). Table 5 presents chi-square (χ^2) values and degrees of freedom (df) for the adjustment of the old and the new, constrained, models. The difference was found not to be significant, χ^2 (24) = 27.66, $p = .27$.

¹⁰ The original questionnaire is in Portuguese (this can be obtained by contacting the authors); the current English version is being validated and the final validated version will be forthcoming.

Table 5: Invariance test 1

Invariance test 1	χ^2	df
Model (figure 1)	2157.758	852
Model tested 1	2185.418	876
Difference	27.7	24

The model showed good adjustment even with the added constraints. In a further step, we added even more constraints, forcing relations between the first-level factors and global factor to also be the same in both samples. Again the difference was not significant, $\chi^2(6) = 10.48$, $p = .11$. The results are presented in Table 6.

Table 6: Invariance test 2

Invariance test 2	χ^2	df
Model tested 1	2185.418	876
Model tested 2	2195.895	882
Differences	10.4	6

The result of the test comparing these two nested models was again not significant, $\chi^2(6) = 10.48$, $p = .11$, that is, the model was well adjusted even with the new constraints, showing that the factor structure is invariant between the Portuguese and Brazilian samples.

Test of convergent and discriminant validity

Convergent (showing that the instruments' scores correlate as expected with theoretically related constructs from other measures) and discriminant (showing that the instruments' scores do not correlate appreciably with those for constructs that are theoretically unrelated) validity (Urbina, 2014) were evaluated through Pearson's correlation. Tables 7 and 8 show the Means and Standard Deviations for the scores of Global DW and DW-factors, as well as the intercorrelations of these factors with Global Work Engagement, Engagement dimensions (Vigor, Dedication and Absorption) and Personal Burnout (both samples).

Table 7: Brazilian Sample Table of Descriptives statistics and Correlations
(n=1039)

Measure	Global Work Engagement	Vigor (Engagement)	Dedication (Engagement)	Absorption (Engagement)	Personal Burnout	M	SD	α
Global DW	.46**	.46**	.48**	.37**	-.52**	103.06	19.50	.93
1. Fundamental Principles and Values at Work	.40**	.39**	.42**	.31**	-.45**	20.12	4.88	.87
2. Adequate Working Time and Workload	.26**	.29**	.27**	.18**	-.54**	12.68	3.77	.86
3. Fulfilling and Productive Work	.60**	.55**	.65**	.52**	-.36**	20.26	3.67	.82
4. Meaningful retribution for the exercise of citizenship	.25**	.26**	.24**	.21**	-.30**	13.21	4.07	.90
5. Social Protection	.17**	.19**	.18**	.12**	-.30**	10.20	4.03	.84
6. Opportunities	.38**	.40**	.39**	.31**	-.30**	13.64	3.36	.72
7. Health and Safety	.24**	.26**	.24**	.19**	-.35**	12.96	3.65	.85
M	74.82	26.05	22.87	25.83	19.15			
SD	18.08	6.58	6.09	6.53	4.97			

** Correlation is significant at the 0.01 level (1 tailed).

* Correlation is significant at the 0.05 level (1 tailed).

Table 8: Portuguese Sample Table of Descriptives statistics and Correlations
(n=636)

Measure	Global Work Engagement	Vigor (Engagement)	Dedication (Engagement)	Absorption (Engagement)	Personal Burnout	M	SD	α
Global DW	.33**	.31**	.39**	.24**	-.41**	99.12	16.60	.92
1. Fundamental Principles and Values at Work	.26**	.24**	.30**	.19**	-.30**	20.50	4.58	.87
2. Adequate Working Time and Workload	.06	.07*	.14**	-.04	-.46**	12.08	3.49	.87
3. Fulfilling and Productive Work	.55**	.49**	.60**	.44**	-.26**	20.57	3.12	.79
4. Meaningful retribution for the exercise of citizenship	.13**	.11**	.15**	.11**	-.19**	12.65	3.42	.88
5. Social Protection	.13**	.10**	.13**	.13**	-.16**	9.42	3.90	.88
6. Opportunities	.25**	.25**	.30**	.16**	-.31**	10.29	3.41	.76
7. Health and Safety	.19**	.18**	.21**	.15**	-.21**	13.62	3.38	.84
M	73.84	26.06	22.26	25.52	18.93			
SD	15.97	5.84	5.36	5.95	4.17			

** Correlation is significant at the 0.01 level (1 tailed).

* Correlation is significant at the 0.05 level (1 tailed).

Convergent Validity

We found moderate levels of correlations between global constructs, with DW relating positively to Work Engagement and negatively to Personal Burnout. Correlations were somewhat higher in the Brazilian sample. Turning to more specific DW factors, we expected Fulfilling and Productive Work to be most strongly related to Work Engagement, given that the perception that positive meaningful goals are within reach, tends to lead to strong Work Engagement in tasks. Along the same lines, we expected Opportunities to also be clearly related to Work Engagement. On the other hand, we hypothesized that lack of respect for Fundamental principles and values at work would negatively affect Work Engagement. These expectations were sustained by the results, as the strongest correlations were found between global Work Engagement (and its subfactors) and factor 3 of the DWQ, corresponding to Fulfilling and Productive Work. Immediately below these, moderate correlations were also found with factors 1 (Fundamental Principles and Values at Work) and 6 (Opportunities). Regarding Burnout, factors known to lead to this state are work overload and, to a lesser extent, unfair treatment, perceived work meaninglessness, and ineffectiveness and lack of productivity. In close agreement with these expectations, the highest correlations of Burnout were with factor 2, Adequate Working Time and Workload, followed by factor 1 (Fundamental Principles and Values at Work). Other correlations were lower and more inconsistent between the Portuguese and Brazilian samples.

Discriminant Validity

We expected DW factors unrelated to the pursuit of positive goals to be less conducive to Work Engagement. Therefore, factors like Adequate Work Time and Workload (Factor 2), Meaningful Retribution (Factor 4), Social Protection (Factor 5), and Health and Safety (Factor 7) should yield lower correlations with Work Engagement scores, as occurred in both samples. As for Burnout, factors unrelated to perceived overload and unfairness should be less related to this. In tune with these theoretical expectations, the lowest correlations with Burnout were found for Social Protection (Factor 5), Meaningful Retribution (Factor 4), and Health and Safety (Factor 7). The fact that these aspects are not felt in a very acute way in the daily work situation may also have helped in leading to lower correlations. For example, social protection and, to a lesser degree, payment, are future events occurring outside the immediate work setting. Likewise, health/safety and social protection issues may pass unnoticed in daily work and only become salient if some unfortunate event occurs. That is especially true considering our samples' characteristics.

5. Discussion

Given our original goal of constructing a DW measure from the WOPP perspective, able to assess workers' perception of work and professional context regarding Decent Work, after developing the questionnaire, collecting and analyzing data, we conclude that we have achieved a good measure for the intended purpose - the Decent Work Questionnaire (DWQ). The items reflected all the SEs proposed by ILO (2008b, 2012, 2013a, 2013b). Exploratory factor analysis in two large samples allowed us to identify seven factors covering the whole concept of DW. Confirmatory factor analysis showed good model adjustment, invariant across the Portuguese and Brazilian samples. Internal consistency reliability coefficients

(Cronbach's Alpha) proved adequate for all seven factors in both samples. Correlations with measures of work engagement and burnout supported convergent and discriminant validity of the DWQ subscales.

In Table 9 we present the seven DW factors found in the present study. These factors can be related to the Decent Work Agenda (ILO, 2008b, 2012, 2013a, 2013b), namely considering the substantive elements of Decent Work which originated the items included in each psychological factor. The corresponding substantive elements are presented in the second column.

Table 9. Comparative table between psychological DW factors and the Substantive Elements (SEs)

Psychological Approach of Decent Work in the worker's perspective	Decent Work Agenda with 11 SEs (ILO Methodology) ¹¹
1. Fundamental Principles and Values at Work;	1; 5(*); 7; 10;
2. Adequate Working Time and Workload;	2; 3; 4; 8; 9;
3. Fulfilling and Productive Work;	1; 2; 11;
4. Meaningful retribution for the exercise of citizenship;	2; 7;
5. Social protection;	9;
6. Opportunities;	1; 2; 6;
7. Health and safety;	8;

(* Note: Despite creating items related to 'work that should be abolished' (SE5), we expressed in those items positive statements as opposed to the condition of slavery, exploitation of human beings or privation of human rights or free will at work, e.g., item 22: "I am free to think and express my opinions about my work". At the end of the validation process, this item was included in 'Fundamental Principles and Values at Work'. Item 21: "At my work/job I am treated with dignity", was also included in the 'Fundamental Principles and Values at Work'. So, in an opposite and positive way, SE5 was represented in our factor 1, 'Fundamental Principles and Values at Work'.

This measure has only 31 items, is easy to administer and score, and therefore adequate for measuring DW perceptions in a wide variety of practical, policy or research contexts. It has already proved to function in two quite different cultures (in spite of sharing the same language). We are committed to promoting the development of further versions of the DWQ in different languages, thereby allowing expansion of international research on DW perceptions and the enrichment of data for decisions by policy makers and public and private managers. We will be personally involved in the preparation of English, French, German, Italian and Spanish versions. We encourage other authors who might be willing to develop different versions in other languages to get in touch with us.

¹¹ ILO Methodology:

The ILO Methodology is based on The Decent Work Agenda (DWA). It is composed by 11 Substantive Elements (SEs) applied to countries, nations and regional studies: 1) Employment opportunities; 2) Adequate earnings and Productive work; 3) Decent working time; 4) Combining work, family and personal life; 5) Work that should be abolished; 6) Stability and Security of work; 7) Equal opportunities and treatment in employment; 8) Safe work environment; 9) Social security; 10) Social dialogue; and 11) Economic and social context for DW. Each SE have a selection of statistical indicators used to monitor the national or regional progress made considering the respective SE (Anker et al, 2002; ILO, 2008b, 2012, 2013a, 2013b). The numbers at second column of Table 9 corresponding to these SEs.

Given that the DWQ is a self-report instrument, the limitations inherent to this kind of measure apply to it and to our study. Regarding the sample, there was an oversampling of knowledge workers, which requires caution in generalizing results. Further research should therefore strengthen validity evaluation by recruiting more representative samples of workers and by adding further variables to the convergent and discriminant validity analyses. It could also be worthwhile in future studies to examine more closely the 8th factor, which was disregarded in our study (underemployment). Adding new items could help us evaluate whether this factor produces a viable subscale.

The DWQ can be an important resource for theoretical and research development of the DW construct. The hierarchical structure uncovered in our study (one general factor subsuming seven specific dimensions) could be confronted with other views (legal, economic, political) to deepen analysis and develop knowledge. Within this framework, it would be very relevant to empirically examine the relations between DWQ data and those of other indicators.

Regarding theoretical implications, a new generation of theories focusing on DW in the WOPP realm would be welcome. It would be relevant to formulate a comprehensive theoretical approach to DW able to explain the way factors function and the accurate relationship between the various factors and other variables, enriching the nomological network of the concept (Cronbach & Meehl, 1955). That kind of theoretical work will enable us to approach work concepts according to a DW paradigm in the WOPP field.

This research would naturally add to the study of DW employing other disciplines' approaches.

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APPENDIX A: Decent Work Questionnaire (DWQ): English version

Decent Work Questionnaire¹² (English version)

This questionnaire is designed for individuals who are currently employed, or self-employed, and who work either part time or full time (both in formal or informal economy). The questions relate to your current job, role, organisation and industry in which you work, rather than to past roles or to work in general.

There are no right or wrong answers.

The important thing is to evaluate your level of agreement with the statements presented. Use the following scale to answer:

- 1 = I do not agree
- 2 = I somewhat agree
- 3 = I agree moderately
- 4 = I strongly agree
- 5 = I completely agree

Mark with (X) your answer option for each statement. Please, answer all of the statements. We want to remind you that they refer to your current work and the professional context in which it is undertaken.

1. At my work, I am protected from risks to my physical health	1	2	3	4	5
2. I believe I will have a retirement without financial worries (governmental or private pension system)	1	2	3	4	5
3. I consider the average number of hours that I work per day as adequate/appropriate	1	2	3	4	5
4. I have all I need at work to ensure my health and safety are protected	1	2	3	4	5
5. I feel that I am protected if I become unemployed (unemployment insurance, government/social benefits, social programs, etc.)	1	2	3	4	5
6. I feel that my family is protected through my private insurance and / or by state benefits	1	2	3	4	5
7. What I earn through my work allows me to live my life with dignity and independence	1	2	3	4	5
8. I feel that I am protected if I become ill (social security or equivalent, NHS, public aid, health insurance, etc.)	1	2	3	4	5
9. What I receive for my work allows me to provide the well-being of those who depend on me	1	2	3	4	5
10. What I get from my work allows me to live with a personal feeling of well-being	1	2	3	4	5
11. At my work there is trust among people	1	2	3	4	5
12. My work contributes to ensuring the success of future generations	1	2	3	4	5
13. Through my work I can develop myself professionally	1	2	3	4	5
14. I have choices in the work that I do which allow me to either work for	1	2	3	4	5

¹² The original questionnaire is in Portuguese; the current English version is being subject to validation and the final validated version will be forthcoming.

others or work for myself					
15. My work schedule allows me to manage my life well	1	2	3	4	5
16. In general, decision-making processes about my work are fair	1	2	3	4	5
17. I think I have prospects to improve my salary/benefits	1	2	3	4	5
18. My work/job allows me to have time for my family/personal life	1	2	3	4	5
19. My work contributes to my personal and professional fulfilment	1	2	3	4	5
20. I have all the resources and support I need to work safely	1	2	3	4	5
21. At my work/job I am treated with dignity	1	2	3	4	5
22. I am free to think and express my opinions about my work	1	2	3	4	5
23. Overall, environmental conditions in my work are safe and acceptable (temperature, noise, humidity, etc.)	1	2	3	4	5
24. At my work, I am accepted for who I am (regardless of sex, age, ethnicity, religion, political orientation, etc.)	1	2	3	4	5
25. Currently, I think there are work/job opportunities for an individual like me	1	2	3	4	5
26. I think I have opportunities of advancing professionally (promotions, skills development, etc.)	1	2	3	4	5
27. I consider the pace of my work / job is about right	1	2	3	4	5
28. At work everyone can participate fairly in making decisions	1	2	3	4	5
29. The work I do contributes to creating value for others (i.e. company/organization/ enterprise/customer/clients/society, etc)	1	2	3	4	5
30. I consider the work I do as decent	1	2	3	4	5
31. My financial earnings from my work are fair	1	2	3	4	5

CAPÍTULO 5

Decent Work, Work Motivation and Psychological Capital:

An empirical research^{13,14}

Abstract

BACKGROUND: The Decent Work (DW) concept, proposed by the International Labour Organization, can be enriched by the contributions of a Work, Organizational and Personnel Psychology (WOPP) perspective. Namely, it would be important to relate DW perceptions to the main concepts in the WOPP realm. Understanding these relations would expand our knowledge of the nomological network of the DW concept and of its practical implications.

OBJECTIVE: To analyze the relationships between DW, work motivation and psychological capital among knowledge workers in Portugal and Brazil.

METHODS: The Decent Work Questionnaire (DWQ), a previously validated measure of 7 dimensions of DW from a WOPP perspective, the Multidimensional Work Motivation Scale (MWMS), and the Psychological Capital Questionnaire (PCQ) were administered to 2912 knowledge workers. Relations among concepts were analyzed by canonical correlation analyses and linear regression.

RESULTS: The DW dimension *Fulfilling and Productive Work* was positively associated with *Intrinsic* and *Identified Work Motivation*, and negatively with *Amotivation*. A second significant canonical variate related (negatively) *Social Protection* (DW dimension) to *Extrinsic Material Work Motivation*. Results from regression analysis support the idea that DW promotes psychological capital.

CONCLUSIONS: Results suggest that DW is an important predictor of work motivation and psychological capital. Practical implications for human resources management are presented.

Key-words: Decent Work Questionnaire; knowledge workers; canonical correlation.

¹³ This chapter correspond to the article: Ferraro, T., Moreira, J. M., dos Santos, N. R., Pais, L., & Sedmak, C. (2017). Decent Work, Work Motivation and Psychological Capital: An empirical research. *Work: A Journal of Prevention, Assessment, and Rehabilitation*. Accepted Author Manuscript. The chapter follows the author's guidelines of the journal.

This chapter also gave rise to a poster presentation at the 'I PsihD – Mostra de Doutorado em Psicologia', in University of Coimbra, Coimbra, Portugal, 6 november 2017 (see appendix K).

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1. Introduction

The present research aims to explore the relationships between decent work (DW) [1, 2], work motivation [3] and Psychological Capital [4], and discuss their implications for business. Decent Work is a concept proposed by the International Labour Organization (ILO) at the International Labour Conference (ILC) in 1999. This concept is the result of a long journey begun in 1919 [5] and its history overlaps the ILO's history within the United Nations (UN) action [6-10]. Today the globalization and changes witnessed in the economic and work areas bring a remarkable relevance to the DW concept. Due to growing interdependencies, globalization affects local markets (in economic and regulatory aspects) and shared (global) problems are expected to be overcome by joint initiative by governments, businesses and civil society [11]. One of the greatest challenges is to overcome possible trade-offs and improve global governance according to shared values based on social consensus. From a perspective of people at work, solutions may arise from business leaders applying a dialogue-based approach that involves workers. DW may prove to be a shared social goal for workers in different situations throughout the world.

Considering business agents, there are many developments and implications of the DW concept. The proposition of this concept is in tune with other United Nations (UN) initiatives, such as the Millennium Goals [9] and the UN Global Compact (UNGC) [8]. All of them proposed values to be shared and guide the actions of multiple stakeholders, in order to reach better results for all. Therefore, the success of those proposals depends on their application to practice in people's daily life, in the present analysis referring to those who interact within and between corporations and organizations. All those initiatives are seen to be inspired in the corporate social responsibility concept [8, 12-14] and in the corporate citizenship concept [11] but go beyond these concepts by try to make people and organizations wake up to global citizenship.

Approaching the DW concept from the perspective of Work, Organizational and Personnel Psychology (WOPP) is recent and underdeveloped so far [15]. The major reason for this underdevelopment is the very limited role played by WOPP in the development of the concept itself. ILO officers and other key people involved in this process were, in the vast majority of cases, trained and working within legal, economic or political domains of expertise, a macro level approach. One major consequence of this was that operational definitions of decent work for empirical study were, for most of the history of the concept's development, macro-level statistical, economic, or legal indicators. These approaches are surely important, as are others focused on the worker's experience. Recently, two instruments

aiming to measure the individual experience regarding DW have appeared [15, 16]. In their study delving into the structure and definition of the decent work concept from a psychological perspective, Ferraro et al. [15] have developed the Decent Work Questionnaire (DWQ), and identified a number of dimensions of the concept, presented in Table 1 and assessed by subscales of the instrument.

Table 1. Decent Work dimensions (DWQ and its subscales)

Dimensions	Description	
Global DW	A global concept encompassing the ethics of ‘fundamental principles and values at work’, opportunities for professional development (generated through job creation, both in quantity and quality, i.e., socially protected employment with good health and safety conditions) and in which there is dialogue among multiple stakeholders about issues and decisions related to work.	
Dimensions	Description	Item example
Fundamental Principles and Values at Work	Justice, dignity, freedom, fair treatment at work, acceptance (without discrimination), clarity of norms, trust, solidarity, participation and mental health.	“I am free to think and express my opinions about my work”.
Adequate Working Time and Workload	Decent management of time at work and good balance between working time and time for family and personal life.	“I consider the average number of hours that I work per day as adequate/appropriate”.
Fulfilling and Productive Work	Perception that work contributes to the future of new generations, of a connection between work and personal and professional development, and between work and fulfillment (personal and professional). Work is seen as a true creation of value (to multiple stakeholders), and is recognized as worthwhile.	“I consider the work I do as decent”.
Meaningful retribution for the exercise of citizenship	Perception that the retribution received for work allows the worker to live life with autonomy and dignity, to provide wellbeing to those depending on the worker, a feeling of personal wellbeing and a perception of fairness associated with what is earned.	“What I earn through my work allows me to live my life with dignity and independence”.
Social Protection	Perceptions of being socially protected in case of illness or loss of work, for both the worker and the family, through a system of social security and the prospect of a decent retirement. This dimension expresses the worker’s expectation of what society will or can do in the long term to recognize or repay the worker for committed effort at work.	“I feel that I am protected if I become unemployed (unemployment insurance, government/social benefits, social programs, etc.)”.
Opportunities	Perception of the viability of the worker creating his or her own job (entrepreneurship), personal	“Currently, I think there are work/job opportunities for an

	employability and the perspective for retributions, income or benefits to grow. Related to hope or optimism for a better future.	individual like me”.
Health and Safety	Perception of being protected from risks to physical health and of having safe conditions at the workplace.	“Overall, environmental conditions in my work are safe and acceptable (temperature, noise, humidity, etc.)”.

SOURCE: adapted from Ferraro et al [15].

In the present study we approach the Decent Work concept from a WOPP perspective, by examining its relations to two very important concepts in this domain: those of work motivation and psychological capital. Both of these concepts have shown important contributions to many aspects of worker well-being and work performance [17, 18]. The possibility of decent work conditions affecting motivation and psychological capital makes theoretical sense. Detailed examination of the relationships between these concepts would provide a better understanding of the consequences of decent work for: a) individual, family, organizational and social well-being; b) work efficiency and productivity; and c) social and economic development. Additional validity evidence for the DWQ can also be provided and compared with the results presented in previous research [15].

One further important aspect of our work is its particular attention to the peculiarities of knowledge workers. They are those whose jobs consist of creating, sharing and using knowledge and thus demand high degrees of expertise, education and/or experience [19]. These characteristics are easily associated with the idea of professionals who have stable employment, are well-paid, with opportunity for career advancement, and are treated with respect and equity at work, being able to participate in decisions affecting them and enjoying excellent conditions of health and safety at work. This image, however, is often a stereotype, and many workers, especially in recent years, have often been compelled to take precarious, low-paid positions with few labour rights [20, 21]. These problems affect especially the youngest workers [22] who are setting out on their careers. Everyday professional life has shown many cases where these situations also affect workers in other age groups. The literature has concentrated on the situation of temporary work, contingent work or non-standard employment of workers in general, and little attention has been paid to the contingent employment of knowledge workers [23, 24]. Considering the situation of knowledge workers, it seemed to us that application of the DW concept to this group would be particularly timely, and an important broadening of the usual perspective of the labor movement, focused on less qualified, predominantly manual workers.

In complex tasks, optimism, resilience, motivation and self-confidence are particularly important. We can expect these variables to be especially relevant for knowledge workers [19, 25-27]. In this context, our study attempted to investigate the influence of DW on two very important concepts in Work, Organizational and Personnel Psychology (WOPP): work motivation and Psychological Capital (PsyCap) and the consequences for business.

Concerning work motivation, Self-Determination Theory (SDT) is currently the most influential framework for its study. It states that workers can experience different types of behavior regulation (motivation) within a self-determination *continuum* from amotivation to intrinsic motivation [3]. This model, with improvements introduced by Gagné et al. [28], was employed in our study and is presented in Table 2.

Table 2. Work Motivation and its dimensions (according to SDT)

Levels of motivation	Type of motivation (with type of regulation)	Description	Item example	
Self-determination <i>continuum</i>	Amotivation	Lack of self-determination.	“I do little because I don’t think this work is worth putting efforts into”.	
	Extrinsic motivation	Extrinsic regulation-material	Work done expecting material external reward or avoiding punishments that can be administered by others.	“Because others will reward me financially only if I put effort into my job (e.g. employer, supervisor, be administered by ...)”.
		Extrinsic regulation-social	Work done expecting social external reward or avoiding punishments that can be administered by others.	“To get others’ approval (e.g. supervisor, colleagues, family, clients, ...)”.
	Introjected regulation	Internal pressure forces drive the regulation of work done, e.g. guilt, shame or ego-involvement.	“Because I have to prove to myself that I can”.	
	Identified regulation	Work done for identification with its meaning or value; activity done for the instrumental value that it represents.	“Because I personally consider it important to put efforts into this job”.	

Intrinsic motivation	Intrinsic motivation	Work done for interest and pleasure.	for “Because the work I do is interesting”.
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“The stem is ‘Why do you or would you put efforts into your current job?’” [28].
SOURCE: adapted from Gagné and Deci [3]; Gagné et al., [28].

Each different type of motivation occurs with a varying level of intensity in each worker. Workers with more self-determined motivation tend to feel higher psychological well-being and organizational commitment, while those at the opposite pole tend to have negative consequences both for them and the organization [29].

In our study, we hypothesized that Global DW would relate positively to the more self-determined types of motivation (H1) and negatively to less self-determined states (amotivation; H2). Intermediate types of extrinsic motivation were expected to be less affected by DW conditions (H3).

We also put forward a number of other hypotheses regarding the relation between decent work dimensions (subscales) and work motivation. Given the major role postulated by the self-determination perspective for autonomy and relatedness (e.g., communication, trust) in promoting the development of autonomous motivation, we hypothesized that *Fundamental Principles and Values at Work* would relate positively to self-determined *identified and intrinsic* types of motivation (H4) and negatively to amotivation (H5). Given the role also attributed to competence in promoting autonomous motivation, we hypothesized that *Fulfilling and Productive Work* (H6), *Opportunities* (H7) and *Meaningful retribution for the exercise of citizenship* (H8) would also be negatively related to amotivation, and positively related to more autonomous types of work motivation (identified and intrinsic). Due to their focus on the achievement of important goals, more than on pleasure and interest, we expected the latter relationship to be stronger for identified and introjected than for intrinsic motivation (H9).

We were less sanguine, and therefore did not put forward hypotheses regarding other dimensions of decent work. Although it might be expected that excessive working hours would lead to amotivation, very often these excesses occur for workers that have high levels of other types of motivation (intrinsic or extrinsic) that potentially neutralize this effect. As for health and safety or social protection, these are less likely to be often present in the mind of workers, and are therefore less likely to influence work motivation. That is particularly true concerning our samples' characteristics.

SDT is a theory attuned to the concept of psychological capital because it “is designed to explain optimal motivation thereby explaining a host of positive outcomes including well-

being, performance, resilience, and personal growth” (p.33) [30]. Mache et al [31] consider that individual resources as optimism, resilience and self-efficacy have “essential influence on employees’ well-being and their ability to cope with work related stress factors” (p. 492). Psychological Capital (PsyCap), a concept proposed by Luthans, Luthans and Luthans [32], and Luthans and Youssef [33], initially included four dimensions [34]:

“(1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success” (p. 3).

It is already studied that changes in individual psychological capital are related to changes in individual work performance [35] and can influence and shape work environment [36]. Potentially, some individual’s psychological positive state can also receive influence of work context, and considering that, this concept may help in understanding the individual factors impacted by decent work. Decent work is likely to help promote and protect workers’ psychological capital, which is conceptualized as a state and not a trait. More specifically, we hypothesized that Global DW would be positively related to Psychological Capital (H10), with especially strong relationships being found with *Fundamental Principles and Values at Work* (H11), *Fulfilling and Productive Work* (H12) and *Opportunities* (H13).

Decent work is a concept created for promoting economic and social human development in the formal and informal economy. Knowledge workers are hardly seen as suffering decent work deficits. Regardless of possible decent work deficits, complex tasks such as those performed by knowledge workers seem to be more dependent on autonomous motivation as well as on psychological capital. The consequences of an autonomously motivated workforce and high-scoring PsyCap knowledge workers on their performance and well-being are evident. The study of the effect of various dimensions of decent work on work motivation and psycap is then relevant both for individuals and for organizations.

2. Method

2.1 Participants

Data were collected in a research project that emphasized the work experience of knowledge workers, and therefore these were the largest group in the sample, but other professional groups were also recruited. The data collection for this project occurred between

August 2015 and March 2016. The sample was composed of workers in Portugal (n = 1327) and Brazil (n = 1585). The composition of the sample in terms of professional groups is presented in Table 3.

Table 3. Professional groups

Professional Groups	Portuguese	Brazilian	Total
Researchers	294 (22.2%)	407 (25.7%)	701 (24.1%)
Faculty (higher education)	337 (25.4%)	399 (25.2%)	736 (25.3%)
Physicians	279 (21.0%)	273 (17.2%)	552 (19.0%)
Lawyers	343 (25.8%)	254 (16.0%)	597 (20.5%)
Others (*)	74 (5.6%)	249 (15.7%)	323 (11.0%)
Missing values	0	3 (0.2%)	3 (0.1%)
Total sample (n)	1327	1585	2912

(*) E.g., agronomists; air traffic controllers; computer engineers; financial analysts; etc.

To participate in the research, the following criteria were adopted: a) at least six months of professional experience; b) currently employed; and c) receiving payment for the work carried out. The questionnaire was developed so as to be applicable to widely different work situations: business owners, independent professionals, government or private employees either on permanent or temporary contracts (including domestic workers), student workers, researchers paid by grants, individuals doing internships, trainees or apprentices.

Both samples were approximately balanced with regard to gender. The percentage of women was 58% in the Portuguese sample and 47.9% in the Brazilian sample. Participants' age was divided into five categories, each spanning 15 years. The distribution of each sample is presented in Table 4.

Table 4. Age distribution

Age (years)	Portuguese Sample (n=1327)	Brazilian Sample (n=1585)
21 - 35	439 (33.1%)	498 (31.4%)
36 - 50	583 (43.9%)	602 (38.0%)
51 - 65	282 (21.3%)	428 (27.0%)
66 - 80	19 (1.4%)	50 (3.1%)
≥ 81	4 (0.3%)	3 (0.2%)
Missing value	0 (0%)	4 (0.3%)

Level of schooling was classified in six categories, taking into account the structure of the educational system in each country. Table 5 shows the expected predominance of participants with non-Ph.D. or Ph.D. levels of postgraduate education, given the goals of sample recruitment.

Table 5. Educational Level Distribution

Educational level	Portuguese Sample (n=1327)	Brazilian Sample (n=1585)
Up to 9 years of schooling	0	1 (0.1%)
From 10 to 12 years of schooling	23 (1.7%)	25 (1.6%)
College degree / Bachelor or equivalent	70 (5.3%)	222 (14.0%)
Master degree and/or post-graduation or equivalent	643 (48.5%)	635 (40.0%)
PhD	569 (42.9%)	650 (41.0%)
Post-PhD	22 (1.7%)	51 (3.2%)
Missing response	0	1 (0.1%)

Participants were recruited through professional associations, and by sending an invitation to email addresses on institutional websites where no professional associations were found. Both the association and individual professionals were contacted personally, by phone or email, briefed about the study and presented with the informed consent and the survey. Participants were asked to read and sign the consent form after getting answers to any questions they wanted to clarify by email or by phone. In most cases, the survey was answered online (only 24 questionnaires in the Brazilian sample were administered on paper). Confidentiality and anonymity were assured and also that the results would only be used for research purposes. Participants were also informed that they could discontinue participation at any time. The task took around 20 minutes.

2.2 Instruments

2.2.1 Decent Work Questionnaire (DWQ)

The Decent Work Questionnaire [15] measures decent work conditions, based on the perceptions of workers. The questionnaire was validated for Portuguese and Brazilian populations [15]. Its 31 items can be added together to provide a global DW score, or separately into seven sub-scales: Fundamental Principles and Values at Work, Adequate Working Time and Workload, Fulfilling and Productive Work, Meaningful Retribution for the Exercise of Citizenship, Social Protection, Opportunities, and Health and Safety. Each item is answered on a 5-point Likert scale, from 1= “I do not agree” to 5 = “I completely agree”. Sample items can be found in Table 1. The Cronbach alpha in the current study was .92 in the Portuguese sample, and .93 in the Brazilian sample. Alpha coefficients for DW sub-scales can be seen in Table 10 (for the Brazilian sample) and Table 11 (for the Portuguese sample).

2.2.2 Multidimensional Work Motivation Scale (MWMS)

The Multidimensional Work Motivation Scale [28] is a measure of different types of work motivation according to self-determination theory [3]. The scale has been adapted and validated both for Portuguese and Brazilian populations [Dos Santos NR, Mónico L, Pais L, Gagné M, Forest J, Cabral PF, Ferraro T, unpublished data]. It comprises six sub-scales: amotivation, extrinsic social regulation, extrinsic material regulation, introjected regulation, identified regulation and intrinsic motivation, forming a total of 19 items. Response options are on a 7-point Likert scale from 1 = ‘not at all’ to 7 = ‘completely’. Sample items can be found in Table 2. The Cronbach alpha coefficient for each of the six levels of work motivation can be seen in Table 10 (for the Brazilian sample) and Table 11 (for the Portuguese sample).

2.2.3 Psychological Capital Questionnaire (PCQ)

The Psychological Capital Questionnaire [4, 37] is a 24-item scale with a global score and four sub-scales: Self-Efficacy, Hope, Optimism and Resilience. However, following the original authors` approach, we have used only the global scale score. Responses to the PCQ are given on a 6-point Likert scale, from 1 = ‘strongly disagree’ to 6 = ‘strongly agree’. A sample item is ‘I can think of many ways to reach my current work goals’. In the current study we used a previously validated Portuguese version [38]. Cronbach’s alpha in the current study was .93 for both samples.

3. Results

Our presentation of results is divided in two main parts. In the first, we examined relationships between DW and work motivation. In the second, we related DW to PsyCap. In each of these, all analyses were carried out in parallel for the Portuguese and Brazilian samples, allowing for replication and for the study of cross-cultural differences in the results. Given that examining relationships between DW and work motivations involved relating the several dimensions of each construct, we employed canonical correlation analysis for this purpose. As for PsyCap, because we used only the global scale score, multiple regression analyses relating it to DW sub-scales were appropriate. In both cases, we then examined zero-order correlations among variables, in search of additional effects masked in multivariate analyses.

3.1 Decent Work and Work Motivation

3.1.1 Canonical Correlations

The relationships among the seven factors of DW and the six types of work motivation were examined using canonical correlation analysis. The results of this are summarized in Tables 6 and 8 for the Brazilian sample, and 7 and 9 for the Portuguese sample.

Canonical correlation analysis (CCA) is a multivariate statistical method for investigation of relationships between two sets of variables. One is considered as the set of independent variables (or the predictor set) and the second the set of dependent variables (or the criteria set) [39]. CCA is conceptually analogous to a simple bivariate correlation between synthetic, latent variables [40]. “A canonical variate is similar to a factor in a principal component analysis, [...]. Analogous to factor analysis, a maximum of N variates (factors) can be extracted, which are independent of each other. N is the number of variables from the smallest set” (p. 128) [39]. This type of analysis organizes into latent dimensions “the covariation of the variables from both within and across the two sets” (p. 113) [41] and thus, in situations where multiple dependent and independent variables are observed simultaneously, “canonical correlation is the most appropriate and powerful multivariate technique” (p. 444) [42]. Although not very often used, CCA would be adequate for many purposes in psychological research, where very often the numerous variables of interest can have multiples causes and effects, driven by parallel, independent mechanisms [e.g. 43]. An advantage of CCA is the minimization of Type I error, by analyzing the two sets of variables simultaneously and in terms of latent variables, instead of looking at a very large number of individual correlations [40].

In this study, we performed CCA to explore underlying relations between DW Factors and levels of Work Motivation and to test hypotheses H4 to H9. Analyses were carried out in IBM SPSS Statistics version 22 with the help of STATS CANCECORR (an extension bundle from IBM SPSS, installed as part of IBM SPSS Statistics - Essentials for Python) [44]. We used the canonical loadings approach in interpreting canonical functions, which involves examining the sign and magnitude of the structure canonical coefficients (also known as canonical loadings) assigned to each variable in its canonical variate [42, 45].

Table 6. Results of canonical correlation analysis of the relationships of DW factors and levels of Work motivation for the Brazilian sample

Canonical function	R_c	R_c^2	Wilks's Lambda	F	R_{dx}	R_{dy}
1	.66	.44	.48	29.59***	.12	.14
2	.36	.13	.85	9.00***	.01	.02
3	.11	.01	.97	2.49**	.00	.00
4	.11	.01	.98	2.54*	.00	.00

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note. R_c = overall canonical correlation; R_c^2 = overall squared canonical correlation; R_{dx} = redundancy index of Work motivation levels given the canonical variate for DW factors; R_{dy} = redundancy index of DW factors given the canonical variate for the levels of Work motivation.

Table 7. Results of canonical correlation analysis of the relationships of DW factors and levels of Work motivation for the Portuguese sample

Canonical function	R_c	R_c^2	Wilks's Lambda	F	R_{dx}	R_{dy}
1	.62	.38	.52	21.82***	.09	.12
2	.33	.11	.84	7.64***	.01	.02
3	.16	.03	.95	3.50***	.01	.00
4	.15	.02	.97	2.89**	.00	.00

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note. R_c = overall canonical correlation; R_c^2 = overall squared canonical correlation; R_{dx} = redundancy index of Work motivation levels given the canonical variate for DW factors; R_{dy} = redundancy index of DW factors given the canonical variate for the levels of Work motivation.

Table 8. Interpretable Canonical Functions for the Brazilian sample

Variables	First Canonical Variate (Fulfillment & Intrinsic Motivation)				Second Canonical Variate (Social Protection & Extrinsic Material Motivation)			
	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings
	<hr/>							
Decent Work Factors								
Fundamental Principles and Values at Work	.01	.05	.55	.36	-.03	-.17	-.28	-.10
Adequate Working Time and Workload	.03	.10	.41	.27	.09	.33	.18	.06
Fulfilling and Productive Work	.26	.97	.99	.65	.02	.08	-.05	-.02
Meaningful retribution for the exercise of citizenship	.02	.07	.38	.25	-.00	-.02	.03	.01
Social Protection	-.01	-.05	.29	.19	.19	.77	.58	.21
Opportunities	.00	-.00	.46	.30	-.12	-.40	-.41	-.15
Health and Safety	-.04	-.15	.24	.16	-.17	-.64	-.45	-.16
Percent of explained variance (set 1 by Self)			27.70				11.70	
<hr/>								
Levels of Work Motivation								
Amotivation	-.12	-.35	-.63	-.41	.09	.26	.14	.05
Extrinsic – Material	-.00	-.01	-.10	-.06	-.22	-1.09	-.93	-.33
Extrinsic – Social	.02	.08	-.12	-.08	.04	.17	-.20	-.07
Introjected	-.03	-.16	.17	.11	.03	.16	-.12	-.04
Identified	.07	.28	.74	.48	.03	.11	.07	.03
Intrinsic Motivation	.16	.67	.92	.60	-.01	-.04	.03	.01
Percent of explained variance (set 2 by Self)			30.40				15.60	

Note. Raw Can. Coeff. = Raw Canonical Coefficient (or unstandardized coefficient); Stand. Coeff. = standardized canonical variate coefficients (or canonical weights); Struc. Coeff. = structure coefficients (or canonical loadings). Percent of variance = Within-set variance accounted for by canonical variates (i.e., proportion of variance times 100). Noteworthy coefficients are indicated in bold.

Table 9. Interpretable Canonical Functions for the Portuguese sample

Variables	First Canonical Variate (Fulfillment & Intrinsic Motivation)				Second Canonical Variate (Social Protection & Extrinsic Material Motivation)			
	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings
Decent Work Factors								
Fundamental Principles and Values at Work	.01	.06	.51	.32	.03	.16	-.16	-.05
Adequate Working Time and Workload	-.01	-.02	.22	.13	.04	.14	-.00	-.00
Fulfilling and Productive Work	.30	1.00	.99	.61	.06	.18	.09	.03
Meaningful retribution for the exercise of citizenship	-.01	-.02	.34	.21	-.06	-.22	-.04	-.01
Social Protection	-.03	-.11	.19	.12	.26	.94	.63	.21
Opportunities	.01	.05	.40	.25	-.15	-.55	-.40	-.13
Health and Safety	-.01	-.02	.32	.20	-.16	-.56	-.32	-.12
Percent of explained variance (set 1 by Self)			24.40				10.00	
Levels of Work Motivation								
Amotivation	-.15	-.38	-.67	-.41	-.03	-.07	-.05	-.02
Extrinsic – Material	.01	.03	.10	.06	-.23	-1.10	-.90	-.30
Extrinsic – Social	.02	.09	-.04	-.02	.09	.38	.03	.01
Introjected	-.01	-.06	.29	.18	.03	.20	-.05	-.02
Identified	.06	.21	.71	.44	-.01	-.04	.02	.01
Intrinsic Motivation	.18	.68	.92	.57	.01	.05	.00	.00
Percent of explained variance (set 2 by Self)			31.30				13.70	

Note. Raw Can. Coeff. = Raw Canonical Coefficient (or unstandardized coefficient); Stand. Coeff. = standardized canonical variate coefficients (or canonical weights); Struc. Coeff. = structure coefficients (or canonical loadings). Percent of variance = Within-set variance accounted for by canonical variates (i.e., proportion of variance times 100). Noteworthy coefficients are indicated in bold.

For each of the samples, four significant canonical functions were produced (see Tables 6 and 7). However, for only two of these did the canonical correlations (R_C) that is, the correlation between the linear composites (canonical variates) created for each of the variable sets, attain non-trivial values. Therefore, considering that the other two canonical variates only attained significance due to the large size of the samples, and following the recommendation of Pituch and Stevens [46], we interpreted only the first two canonical variates in each sample.

Other statistical indicators attest the relevance of our canonical functions, Wilks's λ "represents the variance unexplained by the model, and thus $1 - \lambda$ yields the full model effect size" (p. 48) [40]. In the Brazilian sample, the Wilks's λ value indicates that the full model explains 52% of the variance shared between the two variable set. In the Portuguese sample, it explains 48% of the shared variance. For each canonical function, the percentage of shared variance tells us that, for the Brazilian sample, the first canonical function explains approximately 81% of the shared variance, with the second canonical function explaining an additional 15%. The first two canonical functions together accumulate more than 96% of the explained variance. For the Portuguese sample, the first canonical function accounts for 78% of the shared explained variance, and the second canonical function again adds another 15%. These two canonical functions accumulate more than 93% of the explained variance (values based on eigenvalues) [47]. For each set of variables, in the first canonical function, for the Brazilian sample, DW factors explained approximately 44% of the variance of work motivation. For the Portuguese sample, DW factors explained 38% of the variance of work motivation. In the second canonical function, for the Brazilian sample, DW factors explained approximately 13% of the variance of work motivation. For the Portuguese sample, DW factors explained 11% of the variance of work motivation (see Tables 6 and 7, values based on R_c^2) [47].

These results appear to indicate that the relationships between decent work facets and work motivation are explained by two main mechanisms, upon which the interpretation of the canonical variate should throw light.

For each of the two canonical variates, we present, in Tables 8 and 9, the standardized coefficients (canonical weights), structure coefficients (canonical loadings) and cross loadings associated with each variable. The standardized coefficients are the optimized weights of the DW and Work Motivation variables in the estimation of canonical variates, whereas the structure coefficients are the correlations of these linear combinations with each variable. Although authors disagree on which would be the most adequate coefficients for use

in interpreting canonical variates, we have decided to follow Hair et al.'s [42], advice and base our interpretation on the structure coefficients, focusing on the highest values of the structure coefficients [47]. Tabachnick and Fidell [48] suggest using a value of .30. We decided to use a more conservative value of .45 following Joo and Nimon [49], closer to common practice in factor analysis.

Within the DW Factors set both *Fulfilling and Productive Work (DW3)* and *Fundamental Principles and Values at Work (DW1)* stand out strongly in the first canonical variate. Additionally, in the Brazilian sample, *Opportunities (DW6)* also narrowly crossed the threshold. However, a comparison of the correlations indicates that the first variable is a much stronger characteristic of this variate. Within the Motivations set, the significant correlations are positive with *intrinsic work motivation*, *identified work motivation* and an inverted relationship with *amotivation*. This first canonical function appears to indicate that when workers feel their work is *Fulfilling and productive*, they have a higher degree of the more autonomous types of motivation (*intrinsic and identified*), and are less likely to be amotivated (which is expected in H4, H5, H6 and H7, the last one for the Brazilian sample only). The absence or lack of the same DW factors (DW1 and DW3) seems to contribute to *amotivation*. To a lesser extent, respect for principles and values at work, and the perception of opportunities for employment and improved work situations also help lead to this desirable motivational pattern. This pattern of results is also consistent with our hypotheses. Namely, the fact that the most important linear composite of DW variables was positively related to the most autonomous types of motivation, negatively to amotivation and only weakly to intermediate extrinsic types is in agreement with our hypotheses 1, 2 and 3 (these also can be confirmed on tables 10 and 11). In addition, the strong presence of the *Fundamental Principles and Values at Work* and of the *Fulfilling and Productive Work*, and *Opportunities* sub-scales in this variate is also in agreement with our hypotheses 4 to 6 (H7 was supported only for the Brazilian sample). Only H8 and H9, concerning the role of *Meaningful Retribution*, were not supported by the results.

The second canonical function was most strongly related to the DW factor of *Social Protection (DW5)* and, in the opposite direction and only reaching the threshold in the Brazilian sample, *Health and Safety (DW7)*. As for work motivation variables, this second variate is strongly related to *Extrinsic Material Motivation* (e.g. money). Therefore, this function appears to indicate that when workers feel they lack adequate social protection, they are highly motivated by extrinsic material gains obtained from work. This pattern, which we

had not anticipated in our hypotheses, is open to multiple interpretations that should be addressed in the discussion.

3.1.2 Zero-order correlations

Tables 10 and 11 present the means, standard deviations and Cronbach alphas of the Global DW and DW factors scores, as well as the Pearson's correlations of Global DW and these factors with Work Motivation dimensions and PsyCap (in both samples). H1 to H3 were supported in the two samples.

Table 10. Descriptive statistics and bivariate correlations (Brazilian sample)

Measure	M	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Global DW (1)	103.32	19.25	.93	1.00														
Fundamental Principles and Values at Work (2)	23.35	5.55	.86	.80**	1.00													
Adequate Working Time and Workload (3)	12.42	3.72	.86	.69**	.47**	1.00												
Fulfilling and Productive Work (4)	20.26	3.68	.82	.68**	.54**	.36**	1.00											
Meaningful retribution for the exercise of citizenship (5)	13.21	4.09	.91	.72**	.42**	.41**	.35**	1.00										
Social Protection (6)	10.08	4.09	.84	.64**	.33**	.41**	.31**	.51**	1.00									
Opportunities (7)	13.94	3.36	.72	.63**	.49**	.29**	.46**	.37**	.20**	1.00								
Health and Safety (8)	13.12	3.68	.86	.70**	.56**	.46**	.32**	.45**	.33**	.33**	1.00							
Amotivation (9)	4.31	2.83	.83	-.27**	-.23**	-.12**	-.41**	-.18**	-.09**	-.17**	-.12**	1.00						
Extrinsic – Material (10)	9.38	5.00	.84	-.03	.05*	-.09**	-.05*	-.05*	-.21**	.12**	.13**	.12**	1.00					
Extrinsic – Social (11)	8.16	4.79	.89	-.04	-.01	-.07**	-.07**	-.05*	-.02	.00	.05*	.22**	.45**	1.00				
Introjected (12)	17.97	6.34	.82	.05*	.03	-.00	.12**	.00	-.00	.08**	.03	-.02	.36**	.38**	1.00			
Identified (13)	17.47	3.88	.89	.28**	.21**	.18**	.48**	.15**	.12**	.20**	.07**	-.31**	.01	-.01	.48**	1.00		
Intrinsic Motivation (14)	15.43	4.33	.91	.42**	.34**	.27**	.59**	.22**	.19**	.30**	.15**	-.32**	-.05**	-.09*	.24**	.64**	1.00	
PsyCap (15)	111.65	15.74	.93	.52**	.44**	.30**	.55**	.34**	.23**	.47**	.26**	-.33**	-.06**	-.09**	.11**	.48**	.59**	1.00

Notes: Significant correlations are in bold

** Correlation is significant at the 0.01 level (1 tailed).

* Correlation is significant at the 0.05 level (1 tailed).

Table 11. Descriptive statistics and bivariate correlations (Portuguese sample)

Measure	M	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Global DW (1)	98.18	17.36	.92	1.00														
Fundamental Principles and Values at Work (2)	20.51	4.54	.86	.78**	1.00													
Adequate Working Time and Workload (3)	11.36	3.45	.87	.60**	.41**	1.00												
Fulfilling and Productive Work (4)	20.12	3.27	.80	.65**	.48**	.24**	1.00											
Meaningful retribution for the exercise of citizenship (5)	12.23	3.63	.89	.73**	.45**	.40**	.38**	1.00										
Social Protection (6)	9.22	3.63	.84	.57**	.21**	.19**	.30**	.45**	1.00									
Opportunities (7)	11.43	3.63	.77	.65**	.47**	.21**	.37**	.38**	.26**	1.00								
Health and Safety (8)	13.32	3.55	.84	.71**	.54**	.41**	.34**	.41**	.33**	.33**	1.00							
Amotivation (9)	4.19	2.52	.83	-.29**	-.24**	-.05*	-.41**	-.18**	-.14**	-.19**	-.16**	1.00						
Extrinsic – Material (10)	9.90	4.81	.82	.06*	.08**	.01	.03	.05*	-.17**	.14**	.12**	.02	1.00					
Extrinsic – Social (11)	7.89	4.44	.88	.02	-.00	-.01	-.02	.05*	.03	-.01	.02	.16**	.36**	1.00				
Introjected (12)	18.89	5.90	.82	.07**	.06*	.02	.17**	.03	-.01	.06*	.01	-.08**	.33**	.31**	1.00			
Identified (13)	17.81	3.47	.88	.21**	.19**	.03	.43**	.07**	.05*	.17**	.07**	-.31**	.10**	.02	.54**	1.00		
Intrinsic Motivation (14)	15.89	3.83	.90	.35**	.28**	.16**	.56**	.18**	.09**	.21**	.17**	-.36**	.05*	-.10**	.25**	.61**	1.00	
PsyCap (15)	110.38	15.15	.93	.46**	.38**	.18**	.52**	.23**	.21**	.42**	.25**	-.32**	-.03	-.14**	.09**	.39**	.54**	1.00

Notes: Significant correlations are in bold

** Correlation is significant at the 0.01 level (1 tailed).

* Correlation is significant at the 0.05 level (1 tailed).

For the Brazilian sample, the correlations between *Global DW* and the six levels of *Work Motivation* and *PsyCap* show that most of them are statistically significant, but only those with Intrinsic and Identified Motivation (positive) and Amotivation (negative) are minimally relevant (greater than .20), in full agreement with our hypotheses H1 to H3 and H10 to H13. In other aspects, the analysis of individual correlations leads to the same conclusions as the CCA presented above.

3.2 Decent Work and Psychological Capital

3.2.1 Linear regression

Linear regression was used to analyze how DW Factors were related to PsyCap. Results from these analyses can be seen in Table 12 (Brazilian sample) and Table 13 (Portuguese sample).

Table 12. Results of linear regression analysis between the DW factors and PsyCap (Brazilian sample)

Variables	PsyCap			
	B	SE _B	β	R ²
				.38***
DW1_Fundamental Principles and Values at Work	.31	.08	.11***	
DW2_Adequate Working Time and Workload	.16	.10	.04	
DW3_Fulfilling and Productive Work	1.56	.11	.37***	
DW4_Meaningful Retribution for the Exercise of Citizenship	.35	.10	.09***	
DW5_Social Protection	-.04	.09	-.01	
DW6_Opportunities	1.04	.11	.22***	
DW7_Health and Safety	-.21	.11	-.05	

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note: **B** = unstandardized regression coefficient; **SE_B** = Standard Errors of B; **β** = standardized regression coefficient; **R²** = explained variance.

Table 13. Results of linear regression analysis between DW factors and PsyCap (Portuguese sample)

Variables	PsyCap			
	B	SE _B	β	R ²
				.34***
DW1_Fundamental Principles and Values at Work	.28	.10	.08**	
DW2_Adequate Working Time and Workload	.10	.11	.02	
DW3_Fulfilling and Productive Work	1.85	.12	.40***	
DW4_Meaningful Retribution for the Exercise of Citizenship	-.31	.12	-.07*	
DW5_Social Protection	.16	.11	.04	
DW6_Opportunities	1.05	.11	.25***	
DW7_Health and Safety	-.04	.12	-.01	

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note: \mathbf{B} = unstandardized regression coefficient; \mathbf{SE}_B = Standard Errors of B; β = standardized regression coefficient; \mathbf{R}^2 = explained variance.

The results of linear regression analyses indicate $R = .62$ ($\rho < .001$, Brazilian sample) and $R = .58$ ($\rho < .001$, Portuguese sample), showing major effects of DW on PsyCap. DW factors most strongly related to PsyCap are DW3 and DW6, in agreement with our Hypotheses H12 and H13. For both samples, more *Fulfilling and Productive Work*, *Fundamental Principles and Values at Work* and *Opportunities* appear to contribute to greater PsyCap. The effect for *Fundamental Principles and Values at Work* agrees with our Hypothesis 11, although we expected a larger effect. *Meaningful Retribution for Exercise of Citizenship (DW4)*, for which we raised no hypotheses, showed a different behavior in each sample, with PsyCap related to greater *Retribution* in the Brazilian sample, but to lower *Retribution* in the Portuguese sample. It may be that economic retribution is perceived differently in each country, but the effects are rather small in both cases.

Zero-order correlations show that *Global DW* is strongly related to *PsyCap* as predicted by H10. In other respects, the correlations support the same conclusions we pointed out from the regressions results, the latter having the advantage of eliminating effects of variance shared among DW factors [e.g., showing that most of the effect of *Fundamental Principles and Values at Work (DW1)* was actually due to its shared variance with other DW factors]. One important exception is the correlation between *Meaningful Retribution for Exercise of Citizenship (DW4)* and PsyCap, which is clearly positive even in the Portuguese sample, suggesting that the negative effect found in the regression analysis is most likely an artifact that should be disregarded.

The major conclusions to be drawn from this section of the results would therefore be that DW conditions have a very important role in promoting PsyCap (self-efficacy, hope, optimism, and resilience), but that most of this effect is driven by the perception of work as fulfilling and productive, and the perception of professional opportunities in the worker's current context.

4. Discussion and Conclusions

4.1 Findings and implications

From the workers' perspective, the study has clearly shown that DW has important relationships with Work Motivation and PsyCap. Moreover, it allowed us to pinpoint specific

facets of DW that seem to play the most important role in these regards. For a start, Global DW is related to a greater degree of more autonomous types of motivation and a lower incidence of amotivation, but has no strong relationship to more extrinsic types of motivation. On the other hand, DW is even more strongly related to PsyCap (self-efficacy, hope, optimism, and resilience). This result is very relevant given that, according to Avey [50], the antecedents of PsyCap are poorly studied. He highlighted that investigation of how PsyCap can be produced or developed and its corresponding antecedents “can offer insight into organizational policies, human resource management systems, management structures, and leadership practices that enhance overall employee PsyCap for the benefit of the person and the firm” (p. 141). Our results therefore seem very important, as they show the potential of the DW concept, when looked at from a WOPP perspective, as an important contribution to the motivation and resilience of employees, with the important gains known to come from these variables in terms of worker productivity and commitment [18, 35, 51, 52].

A second aspect to be highlighted from our results is that, among the DW factors, *Fulfilling and Productive Work* is the one most consistently related to the variables we studied. *Opportunities* also seem to play an important role both in terms of work motivation and PsyCap, while *Fundamental Principles and Values at Work* only seems to play a relevant role on work motivation, having a minor role in PsyCap.

The two canonical functions found, however, compound the picture by showing the role of a second mechanism relating DW to motivation: lower perceptions of *Social Protection* seem to increase concern for *Extrinsic Material Motivation* (e.g. money). This effect is compounded, however, by additional effects of employment *Opportunities* and *Health and Safety* perceptions. Although these effects could be given several interpretations, we would like to put forward some of our own. Thus, while the first function may be associated with more psychological (e.g., intrinsic) work motivations, the second would be related to economic motivations. The latter may, then, represent some kind of trade-off between *Social Protection* and economic retribution, in the sense that, with higher pay, workers might be able to purchase private social protection (e.g., health insurance, pension plans), while those that enjoy greater social protection might be willing to work for lower pay in exchange for it. This interpretation is supported by the presence of *Opportunities* with a relevant effect in this regard. In fact, it makes sense that, if the worker perceives greater professional opportunities in the economic environment, *Social Protection* might lose some of its attractiveness in exchange for the prospect of higher pay and taking greater risks in

employment terms. This may be related to a profile of workers who think they have great job security. But other variables might also be involved.

A somewhat surprising result appeared, however, related to this second canonical function, and involving Health and Safety. In the Brazilian sample, but to a lesser degree also in Portugal, perceived high *Social Protection* and low *Extrinsic Material Motivation* were related to lower perceived *Health and Safety* conditions at work. Again this might have several interpretations. It might be that the lower investment in workers manifest in lower retributions corresponds to a lower investment in their health and safety as well, and again this is compensated, from the worker's point of view, by increased *Social Protection*, creating what would be a kind of bipolar labor market.

It should also be noted that this pattern of results ensures that all the main types of work motivation are influenced by decent work conditions. While factors more proximal to the work itself tend to influence the more autonomous aspects of motivation (and their polar opposite, amotivation), the intermediate (extrinsic) type are influenced by the more distal aspects (health and safety, social protection), which are, therefore, not without importance. Perhaps more surprising is the lack of an effect of *Adequate Working Time and Workload*, which might be expected to be positively related to autonomous types of motivation and negatively to amotivation. One possible explanation for the absence of such an effect is the composition of our sample and the likely role of professionals' intrinsic motivation in their long work hours [e.g. 53]. This role of intrinsic motivation in the acceptance of extended working periods would work against, and possibly neutralize or even invert, the expected effect (see section highlighting the particular attitudes of knowledge workers below).

Also perhaps surprising was the lesser effect of the *Fundamental Principles and Values at Work*, when compared with *Fulfilling and Productive Work*. It is possible that this minor role was influenced by our choice of constructs to be related to DW perceptions. It seems possible that *Fulfilling and Productive Work* and *Opportunities* would be related to more positive feelings regarding work, while disrespect for *Fundamental Principles and Values at Work* would be at the source of more negative feelings.

Another important aspect of our work is the focus on knowledge workers. According to Mládková, Zouharová and Nový [26] "literature lacks research on the topic of motivation of knowledge workers" (p. 775). They "identified four important categories of motivating factors: achievement of objectives, satisfaction, character of work, and freedom, and two important categories of demotivating factors inefficient use of knowledge worker energy and low moral qualities of manager" (p. 775). In line with these findings, Knowledge workers

(KW) have important characteristics to be considered. They are more independent, responsible for their own work. They appreciate being in control of their work (self-control) and the rights and power related to it. They also tend to be more loyal to their profession or occupation than the employer in pursuing self-actualization. They are creative and realize self-value. They seek job autonomy, opportunities for growth, individual and professional achievement, decision participation, and job challenge [25, 27]. Lord and Farrington [54] compared differences and similarities between younger and older Knowledge Workers. They found that “a strong intrinsic motivator for both age groups is the fact that they enjoy and take pride in the job they do” (p. 25), it means, that for all ages, intrinsic motivation is the essence of KW motivation. And, “differences appear to increase the value of the older workers’ to the organization” (p. 25). What we find regarding the interaction between DW and the pattern of motivations (CCA), i.e., the intense canonical correlation between *fulfilling and productive work* and *intrinsic work motivation*, may be a translation of these characteristics in these workers’ practice. The second canonical correlation (commented on previously) seems more related to the type of bond held by workers (job security). However, the very intrinsic motivation most common in KW may also be dominant, which in this case would justify what we find in both samples. Concerning the interaction between DW and PsyCap (regression analysis), once again, *fulfilling and productive work* emerged as an important factor of DW for development of PsyCap, followed by *Opportunities*. That may be related to the characteristics of KW or represent the common desires of any worker. These differentiated characteristics suggest special attention to management of this type of workers. Future study will be important to clarify these possibilities.

For business agents, the results show that: a) the more autonomous types of work motivation are related to DW, which suggests that autonomous motivation can be promoted through improvement of DW. At the same time, amotivation seems to be prevented by the same strategy; b) Furthermore, by strengthening DW, workers’ PsyCap will be improved. Both variables are part of well-being at work and related to work performance as stated by Luthans, Avey, Avolio and Peterson [17] and Baard, Deci and Ryan [18].

Considering the DW factors, we point out *Fulfilling and Productive Work*, *Fundamental Principles and Values at Work* and *Opportunities* since they have the strongest positive relationship with more autonomous work motivation and PsyCap. This is relevant for managers and business leaders to define human resources management strategies and design practices aiming to improve intrinsic or identified work motivation and PsyCap.

The second canonical correlation suggests that high *social protection* (perceived as job security) relates negatively to *extrinsic material work motivation*. Job security can be promoted through improved *health, safety* and *social protection* (according to the job function, business sector and social security system of the specific country). The sub-systems of compensations, rewards and developmental *opportunities* can be the basis for this kind of management action. Developmental opportunities were added here, considering the high loading of the *Opportunities* factor in the second canonical correlation. Additionally, the findings of the linear regression suggest that the strength of *Meaningful Retribution for the exercise of citizenship* can be considered as promoting PsyCap.

As mentioned before, the lack of an effect of *Adequate Working Time and Workload* on work motivation and PsyCap might be related to the characteristics of the samples. Knowledge workers are usually more intrinsically motivated and are willing or resigned to work long hours [e.g. 53]. However, our research does not suggest that business leaders can neglect this important aspect of DW. In the future, more accurate research (namely qualitative research) can bring a deeper understanding of the role this dimension plays in the dynamics of work motivation and PsyCap.

Considering the relationships found, our study suggests that a decent job/work is highly motivating. Therefore, the business agenda should include DW as a priority in improving workers' wellbeing and performance.

4.2 Limitations and recommendations for future research

Although the results of our study are generally consistent with the hypotheses presented, it is not possible at this preliminary stage in the research to address issues of causality. With regard to the theoretical contributions, this study examined the intuitive link between DW and levels of Work Motivation and between DW and PsyCap. The recent investigation of DW from a Work, Organizational and Personnel Psychological (WOPP) perspective does not allow comparison and contrasts with previous studies. However, considering our samples, our empirical findings suggest that knowledge workers really find more intrinsic work motivation in work/jobs where there is DW. Furthermore, they show more PsyCap in these work situations.

Regarding the sample, we focus on knowledge workers, a group with homogenous characteristics (i.e. people that work intensively with knowledge and are highly educated). Future studies should replicate our research in other professional groups. Furthermore, the study was conducted in two countries. Although this is better than what is found in most

research articles, it should be given continuity by new studies in other cultures. The specific characteristics of the samples might have contributed to some results, and qualitative research can add important inputs to understanding of the relation between the concepts analyzed here, as mentioned in the previous section.

Finally, the present study used a cross-sectional design, which restricts the possibility of causal inferences. The use of a self-administered questionnaire has also known limitations. For future investigations, a longitudinal design could offer more information about causal mechanisms and about changes in levels of DW, work motivation and PsyCap over time. This kind of design could also bring important data concerning life-cycle changes in the relevance of decent work dimensions throughout life [55, 56].

4.3 Conclusion

DW is a relevant concept and we are just at the beginning of research on this subject from a WOPP perspective. This study provided evidence that the presence of DW is able to encourage intrinsic and identified work motivation, to avoid amotivation and contribute to increasing PsyCap. We consider these as highly relevant data. They indicate that the promotion of DW could improve workers' performance and organizational effectiveness and additionally, could be essential for the strategic management of people at work. The aim of this study was to investigate the relationship between DW and levels of Work Motivation (according to SDT) and DW and PsyCap among knowledge workers in two different cultural settings: Portugal and Brazil and discuss some business implications. The two sets of multivariate variables (DW and SDT's levels of work motivation) have two strong dimensions of association (two canonical functions) and the relation between DW and PsyCap was also proved relevant. Human Resource staff and especially Work, Organizational and Personnel Psychologists could help organizational leaders and managers to promote DW in their work settings. This might provide a major contribution to intrinsic work motivation and PsyCap of workers, enhancing their productivity, engagement and wellbeing in the workplace.

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CAPÍTULO 6

Decent Work, Work Motivation, Work Engagement and Burnout in Physicians^{15,16}

Abstract

This article presents the relationships among decent work (DW; Decent work Questionnaire), work motivation (Multidimensional Work Motivation Scale), work engagement (Utrecht Work Engagement Scale) and personal burnout (subscale of Copenhagen Burnout Inventory) in Portuguese and Brazilian physicians (N = 605). Canonical correlation analyses were performed, and the results were: Portuguese sample: the *seven DW factors* were related to *Identified* and *Intrinsic-Work-Motivation*, *Work-Engagement* and less *Personal-Burnout*. *Adequate-Working-Time-and-Workload* is associated with decreases of *Identified-Work-Motivation* and *Personal-Burnout*. Less *Meaningful-Retribution-for-the-Exercise-of-Citizenship* is related to less *Extrinsic-Material-Work-Motivation* and *Extrinsic-Social-Work-Motivation*; Brazilian sample: *Fundamental-Principles-and-Values-at-Work*, *Adequate-Working-Time-and-Workload*, *Fulfilling-and-Productive-Work*, and *Opportunities* relate to *Identified* and *Intrinsic-Work-Motivation*, *Work-Engagement*, less *Amotivation* and less *Personal-Burnout*. Less *Adequate-Working-Time-and-Workload* and less *Social-Protection* are associated with more *Personal-Burnout*. These results help human resources management to enhance physicians' performance and well-being, and therefore the quality of care provided.

Introduction

The present research aims to study the relationship between decent work (DW; International Labour Organization, 1999), work motivation (Gagné & Deci, 2005), work engagement (Schaufeli, Salanova, González-Romá, & Bakker, 2002) and personal burnout (Kristensen, Borritz, Villadsen, & Christensen, 2005). The DW concept was proposed by the International Labour Organization (ILO) in 1999, and is the result of a long journey involving the ILO and

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This chapter also gave rise to an oral presentation at the International Conference on Counseling and Support: Decent Work, Equity and Inclusion: Passwords for the Present and the Future, in University of Padova, Padova, Italy, 5-7 october 2017 (see appendix J).

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the United Nations (UN; Ferraro, dos Santos, Pais & Monico, 2016a; ILO, 1944; 1999; Treaty of Versailles, 1919; UN, 2000, 2015).

The huge changes witnessed in the realm of work have highlighted the relevance of the DW concept. Workers' approach and experience regarding their own work (and to what extent it has a DW deficit or not) might point out new aspects that have been disregarded by the more traditional approaches to the DW concept. This paper tries to contribute to filling this gap through research from the work, organizational and personnel psychology (WOPP) perspective. Some measures of workers' perception of DW were developed recently (Ferraro, Pais, dos Santos, & Moreira, 2016b; Webster, Budlender, & Orkin, 2016). In the present research we approach DW as conceptualized and measured by Ferraro et al. (2016b). They have shown a Global DW factor and seven more specific factors: a) Fundamental Principles and Values at Work; b) Adequate Working Time and Workload; c) Fulfilling and Productive Work; d) Meaningful retribution for the exercise of citizenship; e) Social Protection; f) Opportunities, and g) Health and Safety.

We report on research aiming to study the relationships between DW and work motivation, work engagement and burnout in physicians. Previous research suggests that DW conditions relate to work motivation (Ferraro, Moreira, dos Santos, Pais, & Sedmak, 2017). Furthermore, work engagement has been shown to be positively related to work performance, organizational effectiveness and workers' well-being. Burnout is negatively related to the same variables (Baard, Deci, & Ryan, 2004; Cropanzano, Rupp, & Byrne, 2003; Demerouti, Verbeke, & Bakker, 2005; Meyer, 2015; Schaufeli et al, 2002; Milfont, Denny, Ameratunga, Robinson, & Merry, 2008).

Considering that physicians have specific work characteristics where interpersonal issues, high responsibility and new knowledge are always challenges they have to deal with in their daily professional duties, it will be interesting to understand the specific dimensions of DW related to work motivation, work engagement and burnout. Physicians' work is characterized by complex, critical, fast and/or interactive ethical decision-making processes that involve health and illness, life, death, and serious consequences (Bowden et al., 2015). A broad range of challenges, potential stressors and rewards characterize the occupational environments of physicians (Arnetz, 2001). Some of those "are intrinsic to medical practice, such as working with emotionally intense issues, suffering, fear, sexuality, failures, and death" (Arnetz, 2001, p. 2005). Although their work depends on good relationships within the team and with healthcare management, they have several workgroups and workplaces due to the scheduling practices of the physician profession leading to a "sense of being out of the organization"

(Lindgren, Baathe, & Dellve, 2013, p. e154). McAlearney et al. (2005, p. 12) affirm that physicians are developed in a medical culture that prepares them to take autonomous decisions, apply a reactive approach to problem solving and maintain a focus on individual patients. Considering the physician's health, Arnetz (2001) refers to a "triple sign of the 'ignorance, indifference, and carelessness' of physicians toward their own health" (p. 204). Other aspects associated with work in a healthcare workplace may contribute to this. Physicians work in a healthcare environment and this could make them pay less attention to their own health, safety or social protection. Additionally, they have "considerable power and influence in healthcare development processes and practices" (Lindgren et al, 2013, p. e139), which could create a belief/expectation that since they are more protected than others they do not need to be concerned about their own health.

Among the negative characteristics of this profession, Arnetz (2001) adds sleep deprivation, fatigue and long working hours. These specificities ultimately differentiate them from other types of knowledge workers and justify our study. It will be helpful for human resource management in healthcare to know the key-aspects of this profession which are shown to be crucial in determining positive outputs both for individuals and organizations.

According to Mládková, Zouharová and Nový (2015) the work motivation of knowledge workers in general is understudied. Investigation of the work motivation of specific professional groups of knowledge workers is also scarce, albeit with a little more development. This is the case of work motivation in health professionals (Franco, Bennett, Kanfer, & Stubblebine, 2004; Mathauer & Imhoff, 2006; Misfeldt et al., 2014; Rowe, Savigny, Lanata, & Victora, 2005; Willis-Shattuck et al., 2008) and in particular physicians, as was synthesized in the literature review by Nantha (2013). Application of the DW concept to this professional group seems to be particularly timely, especially taking into account the state of health systems and the frequent studies that show professional burnout in health care workers (Borritz et al., 2006; Chênevert, Jourdain, Cole, & Banville, 2013) and specifically in physicians (Kamal et al., 2016; Kassam, Horton, Shoimer, & Patten, 2015). The study of physicians' motivation could also promote deeper understanding of the balance point between the inner satisfaction of physicians and better healthcare workplace efficiency and the efficacy of healthcare systems (Nantha, 2013).

In the present study, we adopt Self-Determination Theory (SDT) to investigate different types of work motivation along a self-determination continuum from amotivation to intrinsic motivation (Gagné & Deci, 2005).

Originally, Gagné and Deci (2005) proposed six types of work motivation: amotivation, extrinsic motivation (external regulation, introjected regulation, identified regulation and integrated regulation) and intrinsic motivation (p. 336). These types of work motivation are regulated by different types of behavior that represent levels of autonomous motivation. Afterwards, Gagné et al. (2015) carried out a review of this model joining integrated regulation and intrinsic motivation, maintaining the name of intrinsic motivation, and suggesting a strong pole of autonomous motivation. In addition, they split extrinsic motivation with external regulation in extrinsic material regulation and extrinsic social regulation. The first is based on external material reward (e.g. money), and the second on expected external social reward (e.g. compliment or praise). In both situations, avoidance of external punishments is also included.

Well-being at work is also relevant for understanding physicians' work behavior. Schaufeli et al (2002) affirm that the concepts of work engagement and burnout are facets of well-being at work (p. 76, 84). They state that "conceptually speaking, engagement is the positive antithesis of burnout", but that "the measurement of both concepts, and hence its structure, differs" (p. 75). This justified creation of the Utrecht Work Engagement Scale (UWES) (see also Maslach, Leiter, & Schaufeli, 2008, p. 103-104). This school of thought considers that work engagement is a distinct, independent concept negatively related to burnout (Bakker, Demerouti, & Sanz-Vergel, 2014, p. 391), with different predictors and consequences (Schaufeli & Bakker, 2004). Additionally, burnout seems to be more related to health problems and work engagement to motivational states (Schaufeli & Bakker, 2004). Work engagement can be defined as an affective-emotional work-related state of mind of positivity and fulfillment with three principal characteristics: vigor, dedication, and absorption (Schaufeli et al., 2002, p. 74). Vigor expresses professional mental resilience and levels of energy while working. Dedication represents strong involvement with the job and experiencing significance, challenge, inspiration, pride and enthusiasm assigned to work. Absorption refers to concentration and the sense of absorption at work. The worker who feels and produces with work engagement (Bakker, Schaufeli, Leiter, & Taris, 2008; Schaufeli, Taris, & van Rhenen, 2008), beyond enthusiasm about their own work, does not show compulsion drive or addiction (this is the case of workaholism and is intrinsically negative) (Caesens, Stinglhamber, & Luypaert, 2014). Work engagement and workaholism have in common the tendency to work hard, but represent different psychological states (Caesens, et al., 2014). Work engagement might become workaholism and exhaustion (emotional and physical) through overload, as in burnout. Other dysfunctional and ill states might be possible

where meaningless or under-demanding professional activities are prevalent, leading to burnout. In the present study, we do not explore the relationships around workaholism or burnout (Schaufeli, Dijkstra, & Vazquez, 2013). Meaningful tasks can lead to well-being in work (Schaufeli et al., 2013). According to these authors, work engagement is achieved when despite job pressures and stress or facing repetitive, monotonous or boring tasks, the worker likes what he or she is doing, feels challenged and enthusiastic about the work itself, and is able to balance exciting and enriched tasks adequately (Schaufeli et al., 2013).

Despite several points of view (Schaufeli & Taris, 2005), burnout is commonly associated with high emotional load, which often happens in human service professions (Kristensen et al., 2005). Considering our sample, physicians' job/work is nearly always performed as a team, it is fundamentally designed with the ultimate goal of caring for people, and involves life, health, illness and death issues. This makes the physicians' professional group potential candidates for burnout, which has been shown in many studies (Anagnostopoulos et al., 2012; Garcia et al., 2015; Schaufeli, Maassen, Bakker, & Sixma, 2011; Shirom, Nirel, & Vinokur, 2006). Physician burnout is of high social relevance because besides jeopardizing the health of the doctor himself/herself, it may have serious consequences for patient health and safety (Wen et al., 2016) and could also be associated with the intention to leave the job, threatening the effectiveness of healthcare (Prins et al., 2007; Shanafelt et al., 2010).

In a previous study, Ferraro et al. (2017) found two main mechanisms linking DW to work motivation. A canonical correlation analysis showed that *Fulfilling and Productive Work* (DW3) was related to greater Intrinsic and Identified Work Motivations, and to less Amotivation. Furthermore, when levels of *Social Protection* (DW5) were high, workers seemed to give less importance to Extrinsic Material Work Motivation.

In our study, we hypothesized that Global DW would predict positively the more self-determined types of motivation (H1) and negatively the less self-determined states (amotivation; H2). It is expected that intermediate types of extrinsic motivation are less affected by DW conditions (H3).

The self-determination approach proposes that competence, autonomy and relatedness are essential needs that, when experienced, promote motivation development from lack of intentional regulation (or amotivation) to higher levels of autonomous motivation. Considering physicians' professional activity and given that the self-determination perspective postulated a major role of autonomy and relatedness (e.g., communication, interaction among people) in promoting autonomous motivation, *Fundamental Principles and Values at Work (FPVW)* and *Adequate Working Time and Workload* would be related

positively to more autonomous types of motivation and negatively to amotivation (H4 and H5 respectively). Considering the role of competence in promoting autonomous motivation, we hypothesized that *Fulfilling and Productive Work* and *Opportunities*, would relate to amotivation in a negative way and positively with the more self-determined (autonomous) types of motivation (H6 and H7, respectively). Additionally, Lindgren et al. (2013) argue that professional fulfillment emerged as “a continual motivational drive in physicians’ everyday working lives and in their career decision-making, affecting both their clinical engagement and healthcare development engagement” (p. e143). They highlighted that “professional learning and progress seem to lie at the heart of professional fulfilment” (Lindgren et al, 2013, p. e153). In our study, that can be reflected in the Fulfilling and Productive work and opportunities factors of DW. A physician’s career development often depends on their updated expertise (McAlearney, Fischer, Heiser, Robbins & Kelleher, 2005). This leads to permanent efforts for development.

Considering *Meaningful retribution for the exercise of citizenship* (DW4) and the SDT framework, the search for autonomy and competence are more positively associated with more autonomous motivations, and less related (in intensity and direction of relationship) with more extrinsic types of work motivation (H8).

Concerning our samples’ characteristics, *health and safety* or *social protection* have probably less direct influence over work motivation. Above all, physicians work with health and safety and they are an important element of social protection of others. They are trained to maintain a patient-centric focus (McAlearney et al., 2005). Because of this, these aspects of DW could be neglected for physicians.

In the present study, Global DW is expected to be positively related to all three dimensions of Work Engagement: vigor, dedication and absorption (H10), and negatively related to burnout (H11). It is also expected that the relationship among *Fundamental Principles and Values at Work* (H12) *Adequate Working Time and Workload* (H13), *Fulfilling and Productive Work* (H14), *Meaningful retribution for the exercise of citizenship* (H15), *Social protection* (H16), *Opportunities* (H17) and *Health and safety* (H18) would be positively related to the three facets of engagement and negatively related to burnout.

Better understanding of the contribution of DW deficit to burnout, work engagement and work motivation is relevant to improve physicians’ performance and well-being, and therefore the quality of care provided.

Method

Participants

Our sample is composed of knowledge workers, in particular, physicians of different specialities in Portugal (n=300) and Brazil (n=305). Data collection took place between August 2015 and July 2016, in a research project focused on the work experience of knowledge workers.

The criteria for participation in the research were: a) at least six months' professional experience; b) being employed at the moment; and c) receiving monetary compensation for the work done.

In the Portuguese sample, the percentage of women was 61,3% and, in the Brazilian sample 39,3%. We show five categories of participants' age, each spanning 15 years. Both samples' distribution is presented in Table 1.

Table 1. Demographic Characteristics of Participants (N=605)

Characteristics	Portuguese Sample (n=300)	Brazilian Sample (n=305)
Age (years)		
21 - 35	142 (47.3%)	56 (18.4%)
36 - 50	84 (28%)	124 (40.7%)
51 - 65	69 (23%)	106 (34.8%)
66 - 80	3 (1%)	16 (5.1%)
≥ 81	2 (0.7%)	1 (0.3%)
Missing value	0 (0%)	2 (0.7%)
Highest Educational level		
College degree / Bachelor or equivalent	17 (5.7%)	36 (11.8%)
Master degree and/or post-graduation or equivalent	242 (80.7%)	153 (50.2%)
PhD	38 (12.7%)	109 (35.7%)
Post-PhD	3 (1%)	7 (2.3%)
Missing response	0	0

Considering the structure of the educational system in each country, we classified Level of Schooling in four categories. As expected, given the goals of sample recruitment, Table 1 also shows the predominance of participants with non-Ph.D. or Ph.D. levels of postgraduate education.

Sample recruitment was through professional associations, and when no professional associations were found, through institutional websites where professionals' email addresses were identified. Contact with associations or individual professionals was made personally,

either by phone or by email. We summarized the study and presented the informed consent document and the survey. All participants were encouraged to express any questions or doubts (personally, by phone or by email). In this group of physicians, all participation was online. The participants were informed that they could terminate participation at any time. We assured anonymity, confidentiality and use of the results only for research purposes. Participants needed around 20 minutes to complete the task.

Instruments

Decent Work Questionnaire (DWQ)

The Decent Work Questionnaire (Ferraro et al., 2016b) is designed to measure decent work conditions from the perspective of workers. The validation study for Portuguese and Brazilian populations was presented in Ferraro et al. (2016b). With its 31 items, the DWQ provides both a global DW score and seven subscale scores: Fundamental Principles and Values at Work, Adequate Working Time and Workload, Fulfilling and Productive Work, Meaningful Retribution for the Exercise of Citizenship, Social Protection, Opportunities, and Health and Safety. Responses to the DWQ are given on a 5-point Likert scale from 1= “I do not agree” to 5 = “I completely agree”. One sample item is ‘I consider the work I do as decent’. In the current study, the Cronbach alpha coefficient was .93 in the Portuguese sample, and .92 in the Brazilian sample. The subscales’ alpha coefficients for DW in the Portuguese sample were: .86 (DW1), .85 (DW2), .81 (DW3), .88 (DW4), .75 (DW5), .74 (DW6) and .83 (DW7); in the Brazilian sample: .83 (DW1), .84 (DW2), .81 (DW3), .88 (DW4), .85 (DW5), .65 (DW6) and .83 (DW7).

Multidimensional Work Motivation Scale (MWMS)

The Multidimensional Work Motivation Scale (Gagné et al., 2015) measures different types of work motivation, based on self-determination theory (Gagné & Deci, 2005). In the current study we used the previously adapted and validated Portuguese and Brazilian versions (dos Santos, Mónico, Pais, Gagné, Forest, Cabral, & Ferraro, 2017). The MWMS is a 19-item scale with six subscales: Amotivation, Extrinsic Material regulation, Extrinsic Social regulation, Introjected regulation, Identified regulation and Intrinsic motivation. Responses to the MWMS are given on a 7-point Likert scale from 1 = ‘not at all’ to 7 = ‘completely’. A sample item is ‘Because I personally consider it important to put efforts into this job’ following the stem ‘Why do you or would you put efforts into your current job?’ The six

subscales' Cronbach alpha coefficients in the Portuguese sample were: .81 (amotivation), .78 (extrinsic material motivation), .87 (extrinsic social motivation), .80 (introjected regulation), .89 (identified regulation), and .89 (intrinsic regulation); in the Brazilian sample were: .85 (amotivation), .83 (extrinsic material motivation), .88 (extrinsic social motivation), .80 (introjected regulation), .83 (identified regulation), and .89 (intrinsic regulation).

Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale (Schaufeli et al., 2002) measures work engagement, that is, the intensity of vigor and enthusiasm workers feel about their work (Schaufeli & Bakker, 2009). The scale has been adapted and validated both for Portuguese (Schaufeli, Martínez, Pinto, Salanova, & Bakker, 2002) and Brazilian populations (Machado, Porto-Martins, & Benevides-Pereira, 2014; Porto-Martins, Machado, & Benevides-Pereira, 2013). It comprises three subscales: Vigor, Dedication and Absorption, comprising a total of 17 items. Responses to the UWES are given on a 7-point Likert scale from 0 = 'Never' to 6 = 'Always/Every day'. A sample item is 'I find the work that I do full of meaning and purpose'. In the current study, the Cronbach alpha coefficient for the global scale was .94 in the Portuguese sample, and .95 in the Brazilian sample. The three subscales' Cronbach alpha coefficients in the Portuguese sample were: .83 (vigor), .91 (dedication) and .84 (absorption); in the Brazilian sample were: .89 (vigor), .91 (dedication) and .83 (absorption).

Copenhagen Burnout Inventory (CBI)

The Copenhagen Burnout Inventory (Kristensen et al., 2005) measures burnout, that is, the intensity of psychological and physical fatigue or exhaustion a worker can experience at work (Kristensen et al., 2005, p. 197). The CBI comprises three subscales: Personal Burnout, Work-Related Burnout and Client-Related Burnout. In the current study, only the Personal Burnout scale was used, composed of six items. We selected this scale because of the relevance of this type of burnout in relation to DW, and excluded other scales to avoid a long protocol. Response options are on a 5-point Likert scale, from 1 = 'Always' to 5 = 'Never/Almost Never'. One sample item is 'How often are you emotionally exhausted?'. In the present study, we used the scale has been adapted and validated both for Portuguese (Fonte, 2011) and Brazilian populations (Bonafé, Trotta, Maroco, & Campos, 2012; Campos, Carlotto, & Maroco, 2013). The alpha coefficient in the current study was .89 in the Portuguese sample, and .91 in the Brazilian sample.

Results

We present the results in two main parts. In the first, given the various dimensions of constructs, we applied canonical correlation analysis to examine relationships between the seven DW factors and work motivation, work engagement and burnout. In the second, we show zero-order correlations among DW and the three other constructs, seeking additional effects perhaps masked in multivariate analyses. All analyses were carried out in parallel for the Portuguese and Brazilian samples, allowing for replication and for the study of cross-cultural differences.

Decent Work, Work Motivation, Work Engagement and Burnout

Canonical Correlations

To study the relationship among the seven factors of DW, six types of work motivation, three dimensions of work engagement and personal burnout, a canonical correlation analysis (CCA) was carried out. This kind of analysis is the most indicated in situations where multiple dependent and independent variables are simultaneously observed (Hair, Anderson, Tatham, & Black, 1998). In the current study, the DW factors were considered as the set of independent variables (or the predictor set), while the set of dependent variables (or the criteria set) comprised all other variables (Kuylen & Verhallen, 1981). Despite the infrequent use of CCA, its application is important in minimizing the Type I error rate, by simultaneously analyzing the two sets of variables rather than examining a large number of individual correlations (Sherry & Henson, 2005). Our analyses were carried out using IBM SPSS Statistics version 22, with the help of STATS CANCORR (an extension bundle from IBM SPSS, installed as part of IBM SPSS Statistics - Essentials for Python; IBM, 2015). To interpret significant canonical functions, we opted for the canonical loadings approach. This procedure involves examining the magnitude and sign of the structure's canonical coefficients (also known as canonical loadings) found in canonical variate (Hair et al., 1998; Dattalo, 2014). This analysis allowed us to explore the underlying relations between DW Factors and types of Work Motivation, Work Engagement and Personal Burnout, testing hypotheses H4 to H8 and H12 to H18. The results can be found in Tables 2 and 4 for the Portuguese sample, and 3 and 5 for the Brazilian sample.

Table 2. Results of canonical correlation analysis of the relationships of DW factors, levels of Work motivation, dimensions of Work engagement and Burnout for the Portuguese sample (n=300)

Canonical function	R_c	R_c^2	Wilks's Lambda	F	R_{dx}	R_{dy}
1	.70	.49	.30	5.52***	.20	.15
2	.52	.27	.58	3.05***	.04	.03
3	.32	.10	.79	1.69**	.01	.01

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note. R_c = overall canonical correlation; R_c^2 = overall squared canonical correlation; R_{dx} = redundancy index of set of dependent variables given the canonical variate for DW factors; R_{dy} = redundancy index of DW factors given the canonical variate for the dependent variables.

Table 3. Results of canonical correlation analysis of the relationships of DW factors, levels of Work motivation, dimensions of Work engagement and Burnout for the Brazilian sample (n=305)

Canonical function	R_c	R_c^2	Wilks's Lambda	F	R_{dx}	R_{dy}
1	.72	.52	.29	5.69***	.16	.20
2	.53	.28	.60	2.91***	.05	.03

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note. R_c = overall canonical correlation; R_c^2 = overall squared canonical correlation; R_{dx} = redundancy index of set of dependent variables given the canonical variate for DW factors; R_{dy} = redundancy index of DW factors given the canonical variate for the dependent variables.

Table 4. Interpretable Canonical Functions for the Portuguese sample

Variables	First Canonical Variate				Second Canonical Variate				Third Canonical Variate			
	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings
Decent Work Factors												
Fundamental Principles and Values at Work	-.02	-.09	-.72	-.50	.06	.27	.31	.16	.12	.52	.06	.02
Adequate Working Time and Workload	-.07	-.20	-.50	-.35	.25	.76	.79	.41	.16	.49	.04	.01
Fulfilling and Productive Work	-.23	-.78	-.95	-.67	-.22	-.73	-.28	-.15	.05	.17	-.05	-.02
Meaningful retribution for the exercise of citizenship	.03	.12	-.47	-.33	.03	.10	.33	.17	-.31	-1.11	-.75	-.24
Social Protection	-.00	-.01	-.51	-.35	-.05	-.16	.07	.03	-.03	-.09	-.37	-.12
Opportunities	-.03	-.11	-.66	-.46	.03	.09	.14	.07	-.02	-.07	-.24	-.08
Health and Safety	-.04	-.13	-.56	-.39	.06	.19	.43	.22	-.09	-.29	-.25	-.08
Percent of variance (set 1 by Self)			41.10				15.90				11.90	
Levels of Work Motivation												
Amotivation	.06	.13	.44	.31	.06	.14	.22	.12	.21	.50	.30	.10
Extrinsic – Material	-.01	-.05	.14	-.10	.06	.23	.07	.04	-.20	-.73	-.80	-.25
Extrinsic – Social	-.03	-.14	-.09	-.06	-.08	-.32	-.23	-.12	-.04	-.17	-.48	-.15
Introjected	.00	.02	-.17	-.12	.03	.18	-.24	-.12	.01	.06	-.18	-.06
Identified	-.04	-.12	-.45	-.31	-.09	-.27	-.53	-.28	-.04	-.12	.02	.01
Intrinsic Motivation	-.02	-.06	-.68	-.48	-.05	-.18	-.28	-.14	.06	.21	.20	.06
Engagement												
Vigor	.01	.08	-.76	-.53	-.05	-.30	-.20	-.10	-.04	-.23	-.03	-.01
Dedication	-.13	-.66	-.92	-.64	-.02	-.08	-.24	-.13	.15	.79	.15	.05
Absorption	-.01	-.05	-.66	-.46	.00	.01	-.34	-.18	-.06	-.38	-.10	-.03
Personal Burnout	.10	.41	.62	.44	-.21	-.90	-.73	-.38	.02	.10	-.07	-.02
Percent of variance (set 2 by Self)			31.50				12.60				10.70	

Note. Raw Can. Coeff. = Raw Canonical Coefficient (or unstandardized coefficient); Stand. Coeff. = standardized canonical variate coefficients (or canonical weights); Struc. Coeff. = structure coefficients (or canonical loadings). Percent of variance = Within-set variance accounted for by canonical variates (i.e., proportion of variance times 100). Noteworthy coefficients are indicated in bold.

Table 5. Interpretable Canonical Functions for the Brazilian sample

Variables	First Canonical Variate				Second Canonical Variate			
	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings
Decent Work Factors								
Fundamental Principles and Values at Work	-.02	-.19	-.61	-.44	-.04	-.19	-.27	-.14
Adequate Working Time and Workload	-.10	-.87	-.55	-.40	-.24	-.87	-.81	-.43
Fulfilling and Productive Work	-.22	.57	-.93	-.67	.15	.57	.25	.13
Meaningful retribution for the exercise of citizenship	.03	.01	-.34	-.25	.00	.01	-.22	-.12
Social Protection	.03	-.19	-.25	-.18	-.05	-.19	-.45	-.23
Opportunities	-.05	.20	-.61	-.43	.06	.20	.06	.03
Health and Safety	.03	-.01	-.34	-.25	-.00	-.01	-.37	-.20
Percent of variance (set 1 by Self)			31.50				16.90	
Levels of Work Motivation								
Amotivation	.05	-.35	.50	.36	-.12	-.35	-.40	-.21
Extrinsic – Material	.01	.17	.04	.03	.04	.17	.12	.07
Extrinsic – Social	-.02	.06	.10	.07	.01	.06	.08	.04
Introjected	.01	-.11	-.16	-.10	-.02	-.11	.26	.14
Identified	-.07	.33	-.69	-.49	.09	.33	.39	.21
Intrinsic Motivation	-.03	.14	-.78	-.56	.04	.14	.17	.09
Engagement								
Vigor	.01	-.24	-.84	-.60	-.04	-.24	.03	.02
Dedication	-.11	.12	-.90	-.65	.02	.12	.18	.10
Absorption	.01	.27	-.71	-.51	.04	.27	.22	.12
Personal Burnout	.08	.89	.65	.47	.19	.89	.72	.38
Percent of variance (set 2 by Self)			38.00				10.20	

Note. Raw Can. Coeff. = Raw Canonical Coefficient (or unstandardized coefficient); Stand. Coeff. = standardized canonical variate coefficients (or canonical weights); Struc. Coeff. = structure coefficients (or canonical loadings). Percent of variance = Within-set variance accounted for by canonical variates (i.e., proportion of variance times 100). Noteworthy coefficients are indicated in bold.

For the Portuguese sample, three significant canonical functions were produced. For the Brazilian sample, two canonical functions were produced. For all functions, the correlation between the linear composites (canonical variates) created for each of the variable sets, that is, the canonical correlations (R_C), attains non-trivial values (above .30, as recommended by Pituch & Stevens, 2016).

To establish the relevance of our canonical functions, we used other statistical indicators. According to Sherry and Henson (2005), Wilks's λ "represents the variance unexplained by the model, and thus $1 - \lambda$ yields the full model effect size" (p. 48). In the Portuguese sample, the Wilks's λ value indicates that the full model explains 70% of the variance shared between the two variable set. In the Brazilian sample, it explains 71% of the shared variance. Considering each canonical function, for the Portuguese sample, the first canonical function explains approximately 61% of the shared explained variance, with the second canonical function explaining another 24%, and the third canonical function adding 7%. These three canonical functions therefore accumulate approximately 92% of the explained variance. For the Brazilian sample, the first canonical function accounts for more than 64% of the shared variance, with the second canonical function explaining more than 24%. These two canonical functions together accumulate more than 88% of the explained variance (values based on eigenvalues; Meyers, Gamst, & Guarino, 2013). For each set of variables, for the Portuguese sample, DW factors explained 49% of the variance of work motivation, work engagement and burnout (dependent set of variables) through the first canonical function, 27% through the second, and approximately 10% through the third. For the Brazilian sample, DW factors explained 52% of the variance of the dependent set of variables through the first canonical function, and approximately 28% through the second (see Tables 2 and 3, values based on R_c^2 , Meyers et al., 2013).

These results suggest that the relationships between decent work dimensions and work motivation, work engagement and burnout are explained by three main mechanisms, in the Portuguese sample, and by two in the Brazilian sample, upon which interpretation of the canonical variate should throw light.

In Tables 4 and 5, we present the canonical variates, the corresponding standardized coefficients (canonical weights), structure coefficients (canonical loadings) and cross loadings associated with each variable. The standardized coefficients are the optimized weights of the DW factors and of the set of dependent variables in the estimation of canonical variates, whereas the correlations of these linear combinations with each variable are represented by the structure coefficients. Although there is no consensus among authors

about the most adequate coefficients to consider in interpreting canonical variates, we have decided to follow Hair et al. (1998) advice, and based our interpretation on the highest values of the structure coefficients (Meyers et al., 2013). Although Tabachnick and Fidell (2014) suggest the use of a threshold of .30, we opted to use a more conservative value of .45 (following Joo & Nimon, 2014), closer to common practice in factor analysis.

In the Portuguese sample, the first canonical function shows that all the DW factors correlate strongly and in the same direction with *identified* and *intrinsic motivation* (supporting H1), and with all three work engagement dimensions, suggesting that work contexts in which DW is felt promote more autonomous motivations (*identified* and *intrinsic*) and all aspects of *work engagement* (*vigor*, *dedication* and *absorption* supporting H10). In addition, high DW work contexts also seem to minimize *personal burnout* (as expected in H11). In other words, the absence or lack of the DW factors seems to contribute to decreasing *work engagement* and development of *burnout*. These assertions were reinforced with analysis of zero-order correlations and support H1, H10 and H11. The result for *amotivation* in H2, H4 to H8 barely missed our threshold, but would have supported our hypotheses if the more liberal threshold of .30 had been used. Considering all DW factors and extrinsic motivations we confirm that relationships are weak (supporting H3). All the other seven relationships (H12 to H18) were supported.

In the Brazilian sample, regarding the first canonical function, the DW factors *FPVW* (*DW1*), *Adequate Working Time and Workload* (*DW2*), *Fulfilling and Productive Work* (*DW3*) and *Opportunities* (*DW6*) correlate strongly and positively with *identified* and *intrinsic* motivation, *vigor*, *dedication* and *absorption*, and strongly and negatively with *amotivation* and *personal burnout*. For the Brazilian physicians, therefore, these four DW factors, more than others, are related to the avoidance of *amotivation* and *burnout* and to the promotion of more autonomous types of motivation (*identified* and *intrinsic*; expected in H4 to H7 and H10 to H14, H17). It is worth mentioning that *Fulfilling and Productive Work* (*DW3*) is the DW factor most strongly related to the dependent set of variables. Moreover, in the set of dependent variables, *Dedication* is the aspect of work engagement most strongly related to DW factors. H1 to H3, H8, and H15, H16 and H18 are also supported by this function, given that all DW factors show effects in the expected direction, even if not all of them reached the threshold. In this canonical variate, only H9, concerning the role of *Meaningful Retribution*, was not supported by the results.

The second canonical functions are preponderantly themed around *Adequate Working Time and Workload* (*DW2*). For the Portuguese sample, it shows a strong negative correlation

to *identified work motivation* and *burnout* (supporting H13). These results show that in work contexts where there are adequate working schedules and a reasonable workload, *identified motivation* and *personal burnout* are lower.

In the Brazilian sample, the second canonical correlation is a little different. *Adequate Working Time and Workload (DW2)* and *Social Protection (DW5)* show strong inverse relationships with *personal burnout*. This means that in professional situations in which working hours and workloads are excessive and the physician feels a lack of social protection, personal burnout tends to be developed (also supporting H13 and H16).

There was a third canonical function for the Portuguese sample and it brought together the lack of *Meaningful Retribution for the Exercise of Citizenship (DW4)* and the lack of *extrinsic material and social motivations*, in a positive direction direction (an unexpected finding).

The non-existence of this third canonical correlation in the Brazilian sample suggests that for the physicians in this sample there appears to be no relationship between *Meaningful Retribution* and work motivation, or work engagement or burnout (H9 unsupported for this sample).

This pattern, which we had not anticipated in our hypotheses, is open to multiple interpretations that should be addressed in the discussion.

The main conclusions from all this section of results would therefore be that DW issues have an important role in promoting the more autonomous work motivations (identified and intrinsic), a very important contribution to producing work engagement (vigor, dedication and absorption) and to avoiding personal burnout. The perception of work as fulfilling and productive in the worker's current professional context has a highlighted role in the effect observed.

Discussion and Conclusions

Findings

The study showed that DW has important relationships with physicians' Work Motivation, work engagement and personal burnout. Purohit and Bandyopadhyay (2014) discuss the importance of better understanding of doctors' motivations to enable better management of the healthcare workplace and provision of quality healthcare. Some facets of DW seem to play a more important role in these regards. Global DW and the more autonomous types of motivation are strongly related. However, the relationships between

Global DW and vigor, dedication and absorption are even stronger. The inverted interaction between Global DW and personal burnout is also high. From a WOPP perspective, these three results are very important because they suggest the potential of DW as a predictor of more autonomous work motivations, work engagement and as a concept relevant for preventing personal burnout. In sum, considering the DW facets when approaching work design seems to increase work performance and physicians' well-being.

The DW factors of *Fulfilling and productive work*, *Fundamental principles and values at work* and *Opportunities* seem to have a remarkable role on work motivation, work engagement and burnout (see the first canonical correlation and the zero-order correlations).

The role of *Adequate Working Time and Workload* in our samples became clearer in the second canonical correlation. Despite the difference in this correlation involving other facets of DW (social protection in the Brazilian sample) and identified motivation (in the Portuguese sample), the main result is that excessive working hours and/or workload contribute to the development of burnout. Probably, for the Portuguese sample, in work situations with excessive working hours and workload, *identified motivation* may function as a protection, and physicians may develop *personal burnout* but they remain working by taking into account the relevance of the work they perform (Portuguese doctors). For the Brazilian sample, it seems that a deficit of adequate working time, workload and social protection contribute to development of burnout. Adequate time and workload management might be a strategy to protect these workers from burnout.

Only for the Portuguese sample, a third canonical function appears, involving *Meaningful retribution for the exercise of citizenship* and extrinsic material and social motivations. Perception of low *Meaningful retribution for the exercise of citizenship* was related to low *extrinsic material motivation* and low *extrinsic social motivation*. Several interpretations are possible. '*Meaningful retributions*' as proposed in DWQ is related to the interface between a life lived with autonomy and dignity and the retribution received for work, the possibility to feel personal well-being from earnings received at work and being a provider of well-being for those who depend on the worker, and the perception of fairness regarding earnings. Portuguese physicians seem to associate the lack of *Meaningful Retribution* with the lack of *extrinsic (social and material) motivations*. Physicians are highly qualified professionals, with a high educational level, and can expect to be well compensated for the great dedication required in their work. Nantha (2013) highlights the lack of studies on promoting physicians' intrinsic work motivation and the emphasis on extrinsic motivation studies (p. 266). This author states that despite the positive effects observed with the

implementation of practices of external rewards, “physicians often reach a plateau in their desire for financial incentives after several years of practice” (p. 268). In the Portuguese sample, the third canonical correlation related to *retribution or compensation* system might be an effect of age, taking into account that most Portuguese professionals in the sample are 21 - 35 years old. According to Chaix-Couturier, Durand-Zaleski and Durieux (2000), the effectiveness of the use of financial incentives depends on “the target set for a given health care programme” (p. 133). Marshall and Harrison (2005) argued that some professionals (such as health professionals) have an internal ‘moral’ motivation: “a force which encourages people to behave in ways which have no obvious advantages to the individual and may even prove contrary to their interests” (p. 5). Some health professionals ‘go the extra mile’ with or for their patients without thinking about financial rewards (p. 5). Arnetz (2001) affirms that for some medical professionals the core of their work is the physician-patient relationship, which is the source of gratifying experience and “one of the most severe emotional risk factors” (p. 205). Considering this, perhaps the Portuguese sample participants expect to be well compensated both materially and socially, and these expectations were not being met at the time data was collected.

Considering our sample composed of physicians, the lack of effect of *Health and safety* may be seen as paradoxical, but that is not the case. Rimpela, Nurminen, Pukkinen, Rimpela and Valkonen (1987) argued that doctors do not apply their professional skills and knowledge to reduce their own mortality. As aforementioned, the professional group of physicians is known for the low attention given to their own health. This can explain the lower loading (<.40) of the *Health and safety* results.

The presence of Global DW and *Fulfilling and productive work* was positively related to intrinsic motivation and work engagement (positive and healthy aspects of well-being). In our study, the deficit of Global DW and *Adequate Working Time and Workload (DW2)*, *Fundamental Principles and Values at work (DW1)* and *Fulfilling and Productive Work (DW3)* were related to the development of *personal burnout*.

The antecedents of work engagement and burnout have been widely studied (Alarcon, 2011; Alarcon, Eschleman, & Bowling, 2009; Lee & Ashforth, 1996; Bakker, Schaufeli, Leiter, & Taris, 2008; Bakker, Demerouti, & Sanz-Vergel, 2014; Christian, Garza, & Slaughter, 2011; Mache, Vitzthum, Klapp, & Danzer, 2014; Mauno, Kinnunen, & Ruokolainen, 2007; Rich, Lepine, & Crawford, 2010; Sacks, 2006; Schaufeli & Bakker,

2004). However, we consider that the recent studies of DW can bring contributions to better understanding of these two concepts and also demonstrate their own importance for Work Psychology research.

According to Bakker, Demerouti, and Sanz-Vergel (2014), while many burnout predictors are related to job demands, the antecedents of work engagement are related to job resources. The present study aligns with this when finding that more autonomous motivation and work engagement are positively related to DW, while burnout is negatively related to it and positively to DW deficits. The deficit of *adequate working time and workload*, *fundamental principles and values at work* and *fulfilling and productive work* was highlighted in our samples. These results are in accordance with empirical studies on burnout already presented by Maslach, Schaufeli, and Leiter (2001). For these authors, included in major burnout antecedents are workload mismatch between the person and the job, lack of fairness in the workplace and conflict between personal/organizational values (p. 415), among others. These factors can interact to produce the feeling of inefficacy and burnout. According to Amofo, Hanbali, and Singh (2015), previous studies refer to 40% of burnout among USA surgeons. Shanafelt et al. (2015) affirm “Burnout and satisfaction with work-life balance in US physicians worsened from 2011 to 2014” (p. 1600).

Concerning working time, Al-Dubai & Rampal (2010) found a significant relationship between the prevalence of burnout in doctors and over 40 working hours per week. In addition, Arigoni, Bovier, Mermillod, Waltz, and Sappino (2009) affirm that working long hours (more than 50 hours/week) plays an important role in predicting burnout in cancer physicians in Switzerland.

Among the antecedents of work engagement, Kahn (1990) refers to the perception of meaningfulness of one’s own work as an important precursor of work engagement. Bakker, Demerouti, and Sanz-Vergel (2014, p. 393) proposed that job resources are the most important predictors of work engagement. Among job resources, Mauno et al. (2007) argue the main aspect of antecedent work engagement is job control/autonomy. The strong relationship between the more autonomous types of work motivation and work engagement found in our study strengthens this information. The main findings of our study suggest that Global DW (and the seven DW factors), highlighting *Fulfilling and Productive Work*, *Fundamental Principles and Values at Work* and *Opportunities* can be predictors of work engagement. The deficit of *Adequate Working Time and Workload* can play a role as an antecedent of burnout.

Implications

The third canonical correlation, only in the Portuguese sample, suggests that the issue of reward systems in healthcare deserves more research, particularly the role of DW contexts as predictors of extrinsic motivation. At an organizational level, important cultural aspects may interfere with this theme. Empirical studies applying measures of organizational culture that consider medical culture and national culture could bring important results regarding the antecedents and consequences of appropriately designed reward systems in healthcare systems. At an individual level, the relationship among personal values, medical professional values, and work-related context values could shed light on the balance between extrinsic and intrinsic types of work motivation, as well as on increased work engagement.

Human resource (HR) management can play a relevant role in promoting work motivation, work engagement and avoidance of burnout. The application of a DW approach in conceiving strategic HR interventions can promote innovative/creative work/job (re)design, which besides promoting improvements in work/job quality, do so by taking into account the principles and values applied to the work based on ongoing dialogue with all involved (Ferraro, Pais, & dos Santos, 2015).

To promote work motivation, Gagné and Deci (2005) suggest it is possible to use job/work design (Hackman & Oldham, 1976; Oldham & Hackman, 2010), including (re)design of reward systems and other management practices, to satisfy the psychological needs to be competent, autonomous and to relate to others and promote autonomous regulation. Adequate job design should be meaningful and stimulating (job enrichment). Applied to medical work and settings, considering job enrichment as empowering workers to have more decision-making autonomy over their own work can be a good way to motivate physicians; or training in the use of new technologies (more below). Interventions aimed at developing physicians' qualifications for leadership and management functions can also contribute to greater satisfaction and motivation of doctors and multifunctional teams (McAlearney et al., 2005).

Evolution of the medical profession has meant that, increasingly, these professionals work as a team (Hoff, 2001), and that interdependence must be valued. Considering the job design approach, at the group level, the promotion of autonomous work teams with autonomy for defined performance objectives can also be used to promote motivation and work engagement.

At the organizational level, risk management of psychosocial factors and risks in the professionals' settings begin with their identification and this is a relevant step to combat and

avoid them (Firth-Cozen, 2001). Schaufeli, Bakker, der Heijden, and Prins (2009) recommend organizational and individual-based interventions to decrease burnout in health care, such as job-redesign (with specific focus on tackling stress and burnout) and stress prevention and management training. Improvements in ‘working time arrangements’ are good strategies but any solution that involves time management needs to be tailored to different DW contexts. The same physician may work in a private practice, keep shiftwork schedules in different hospitals and still provide care in a clinic or hospital that provides public services. Although it is possible to suggest flexible work schedules (as in Schaufeli & Bakker, 2004), flexibility does not seem to be exactly the most complex factor in the time aspect. Excessive working hours (overtime) with excessive emotional load (over-workload), and possible sleep deprivation associated with an exchange of schedules and / or institutions where the profession is exercised appear to be the most aggravating factors for the health of physicians.

Limitations and recommendations for future research

Studies about doctors as knowledge workers are not common. More studies dedicated to investigating various concepts of WOPP, especially work motivations and physicians' well-being as knowledge workers, can make major contributions to physicians' professional activities and for management in healthcare settings. Future studies with samples from other countries and / or with larger samples according to medical speciality, may also bring relevant new information.

In another direction, new studies devoted to other types of knowledge workers will enable us to understand DW's relationship with the motivation and well-being of these professional groups. A better understanding of DW contexts for all workers is important. But considering the growing number of knowledge workers in the global workforce, understanding the DW contexts of these professionals can be a real need for anyone wishing to act in strategic HR in the near future.

Our study did not measure organizational level variables, organizational culture or human resource policies and practices and their peculiarities in doctor management. In the future, these types of measures may contribute to more clarity about the role of decent work in the performance and well-being of physicians.

At the individual level, we suggest that further studies be carried out aimed at the doctor's motivation to work and based on SDT. In this sense, despite the medical profession

being essentially dedicated to caring for people (patient-centric focus; McAlearney et al., 2005; Heikkila et al., 2015) and requiring all physicians' technical and personal skills, there seem to be more studies on extrinsic motivations (monetary or not) than on intrinsic motivations, associated with personal and professional values. More studies considering the balance of these motivations will surely make major contributions to the profession.

Studies on work engagement and burnout seem to move towards specialization according to the medical speciality. There are pros and cons in this trend. The advantages lie in knowing very specific situations in detail, and perhaps it is possible to develop and implement techniques and strategies that are well adapted to these situations. On the other hand, more specificity is harder to generalize and therefore to transform the tools and resources developed into generalizable ones applicable to policies and practices in other contexts. Despite the attention to nomological aspects of operationalization of a concept being closer to scientific propositions, this does not make idiosyncratic aspects any less relevant. Research on idiosyncrasies can lead to nomological findings (and vice versa).

At the societal level, in any society better understanding of a professional category's performance with possibilities for improving performance and increasing productivity in groups / organizations is relevant. The role of doctors in communities' healthcare systems and the population's health is fundamental for people's quality of life.

The development of studies that seek to improve understanding of the work motivation and well-being of these workers and promote them corresponds to investing in improving their quality of working life and is therefore, a way to invest in people's quality of life. Taking into account the variables studied, we consider the need for further studies with other designs that allow interpretations regarding causality (a limitation of cross-sectional study design). A longitudinal study to evaluate DW over time, as well as fluctuations in motivation, work engagement and / or burnout is a possibility. Dyrbye et al. (2013) made a cross-sectional study on the relationship between 'physician satisfaction and burnout at different career stages' (p. 1358). Their findings suggest that further studies are needed so that they can follow career development and fluctuations in other variables. Longitudinal studies may also contribute to evaluating the perception of DW at the beginning of the medical career and over time, with the accumulation of professional experience.

Conclusion

The DW approach is a new area of research and the role of decent work as a potential causal element in a network of other WOPP concepts still warrants many empirical studies.

We believe that decent work is a concept with quite universal characteristics that should be tested in different work-settings. Future empirical studies testing DW relations with different known variables in WOPP and its role as a precursor of health and well-being at the workplace need to be developed. Our study suggests that, for the doctors in our samples, DW contributes to the promotion of identified and intrinsic motivation, work engagement and to avoiding burnout.

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CAPÍTULO 7

Trabalho Digno e Motivação para o Trabalho em Advogados: Uma pesquisa empírica^{17,18}

Decent Work and Work Motivation in Lawyers: An empirical research

Trabajo Decente y Motivación para el Trabajo de los Abogados: Una investigación empírica

Resumo

O presente estudo objetivou uma melhor compreensão dos efeitos do trabalho digno sobre a motivação para o trabalho em advogados de Portugal e do Brasil ($N = 611$). Foram aplicados o Questionário para o Trabalho Digno (QTD) e a Escala Multidimensional de Motivação para o Trabalho (EMMT). Os resultados da análise das correlações canônicas evidenciou a presença de dois mecanismos atuantes (duas correlações canônicas significativas). Elas sugerem que o *trabalho realizante e produtivo* está associado positivamente às *motivações para o trabalho intrínseca e identificada* e negativamente à *desmotivação*. Adicionalmente, observou-se que um *adequado tempo/carga de trabalho* se encontra negativamente associado à *motivação extrínseca material* (como dinheiro). Em resumo, os resultados sugerem que o trabalho digno, especialmente algumas de suas dimensões, tem um papel importante na promoção da motivação para o trabalho através de dois mecanismos principais, o primeiro designado ‘vida de trabalho digna como parte de ser um cidadão na sociedade’ e o segundo designado ‘uma situação de vida confortável e esforços empenhados’. As limitações e implicações práticas concluem este artigo.

Palavras-chaves: correlações canônicas; Questionário de Trabalho Digno.

¹⁷ This chapter correspond to the article: Ferraro, T., dos Santos, N. R., Pais, L., & Moreira, J. M. (2017). Decent Work and Work Motivation in Lawyers: An empirical research. *Revista Psicologia Organizações e Trabalho*, 17(4). Accepted Author Manuscript. doi: 10.17652/rpot/2017.4.13908

This chapter also gave rise to an oral presentation at the International Conference on Counseling and Support: Decent Work, Equity and Inclusion: Passwords for the Present and the Future, in University of Padova, Padova, Italy, 5-7 october 2017 (see appendix J).

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Abstract

This study aimed for better understanding of the effect of decent work on work motivation in lawyers in Portugal and Brazil ($N = 611$). The Decent Work Questionnaire (DWQ) and Multidimensional Work Motivation Scale (MWMS) were applied. The results of analysis of the canonical correlations showed the presence of two operating mechanisms (two significant canonical correlations). They suggest that *fulfilling and productive work* is associated positively with *intrinsic and identified work motivation* and negatively with *amotivation*. It was also observed that an *adequate working time/workload* is negatively associated with *material extrinsic motivation* (such as money). Summarizing, the results suggest that decent work, especially some of its dimensions, has an important role in promoting work motivation through two main mechanisms, the first one called ‘worthy working life as part of being a citizen in society’ and the second one called ‘contextual life comfort and committed effort’. Limitations and practical implications conclude this article.

Key-words: Decent Work Questionnaire; Canonical correlations.

Resumen

El presente estudio objetivó una mejor comprensión de los efectos del trabajo decente sobre la motivación para el trabajo de los abogados de Portugal y Brasil ($N = 611$). Se aplicaron el Cuestionario para el Trabajo Decente (QTD) y la Escala Multidimensional de Motivación para el Trabajo (EMMT). Los resultados del análisis de las correlaciones canónicas evidenció la presencia de dos mecanismos actuantes (dos correlaciones canónicas significativas). Estas sugieren que el *trabajo realizante y productivo* está asociado positivamente a las *motivaciones intrínseca e identificada* para el trabajo y negativamente a la *desmotivación*. Adicionalmente, se observó que un *tiempo/carga de trabajo adecuado* se encuentra

negativamente asociado a la *motivación extrínseca material* (como el dinero). En resumen, los resultados sugieren que el trabajo decente, especialmente algunas de sus dimensiones, tienen un papel importante en la promoción de la motivación para el trabajo a través de dos mecanismos principales, el primero llamado ‘vida laboral digna, parte de ser un ciudadano en sociedad’ y el segundo llamado ‘situación de vida confortable y esfuerzo empeñado’. Las limitaciones e implicaciones prácticas concluyen este artículo.

Palabras-Clave: correlaciones canónicas; Cuestionario de Trabajo Decente.

The present study aims to identify, describe and interpret the main mechanisms that explain the effect of Decent Work (DW; International Labour Organization, 1999; Ferraro, Pais, & dos Santos, 2015) on Work motivation (Gagné & Deci, 2005). That aim was pursued applying canonical correlation analysis (CCA; Tabachnick & Fidell, 2014; Thompson, 2005) since this technique allows examination of relationships among sets of variables and a description of the main latent mechanisms.

A long history was covered until the emergence of the concept of DW in 1999, at the International Labour Conference (ILC). Its roots are found in the Treaty of Versailles (1919) and the foundation of the International Labour Organization (ILO), and it has received several contributions from the actions and efforts developed by both the ILO and the United Nations (UN; Ferraro, dos Santos, Pais, & Monico, 2016a; ILO, 1944; UN, 2000a, 2000b, 2015).

The Work, Organizational and Personnel Psychology (WOPP) perspective is taking its first steps in approaching the DW concept (Ferraro, Pais, dos Santos, & Moreira, 2016b). This contributes to a new level of analysis – individual and subjective – different from those which have been traditional in the ILO approaches. That novelty enriches the previous

knowledge on this subject achieved through other levels of analysis and contributes to redesigning human resource management policies and practices. The inclusion of a new WOPP framework about DW with a micro-level approach, taking into account the worker's experience, can enrich knowledge about this issue and open new possibilities of operationalization, new human resource practices, new interventions in work (re)design and new ways of thinking about the formal and informal labour/job market.

Based on the DW concept proposed by ILO (1999), Ferraro et al. (2016b) developed an instrument which measures the perceptions of Decent Work, and found a second order factor named Global DW, which concentrated the perspective of a kind of work based on 'fair inclusiveness' (Sachs, 2004, p. 168-171) dedicated to an inclusive development as opposed to exclusion (of consumer market) and concentration (of wealth or income). Decent Work refers to meaningful work and ethics that ensure fundamental values and principles at work through social dialogue among those involved in the decision-making processes regarding that work. Decent Work also leads to openness to professional and personal development through creation of job/work/professional opportunities (in quantity and quality), social protection through caring (attention) and by law (respecting the work-life balance, health and safety conditions). Moreover, seven dimensions of DW emerged in data analysis. These dimensions are: (1) *Fundamental principles and values at work*, the first dimension of Decent Work corresponding to people's perception of being respected, accepted, fairly treated and having a voice within a trustful climate; (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 (providing a feeling of competence) 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 (whether private or public) 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 regarding physical health and security or a safe working environment (Ferraro, Pais, Moreira & dos Santos, 2017). Item examples are presented in the instruments section.

The legal framework of DW adopted by the ILO is a macro-level perspective to approach this concept. The ILO internal *modus operandi* includes proceedings and reports, databases (international and national laws), employment or labour protection legislation, labour jurisdictions (representatives of concerns and political agreements). All these documents correspond to an established framework consensus that allows further advances in action. This strong presence of laws, regulations and formal documents demonstrates that lawyers have been crucial in developing the DW concept.

Considering the micro-level of analysis, i.e., from a psychological perspective, our study is new in focusing on lawyers' perception of their own work (as decent / worthy or not). Previous macro-level DW approaches were focused on undifferentiated workers, those with fewer qualifications and regarded as more vulnerable and subject to exploitation (United Nations Development Program, 2014).

In the present study we choose to pay attention to lawyers, since these professionals are requested to participate in social dialogue and decent work promotion. By studying DW in this profession we are contributing to understanding of the whole picture. They are professionals who are intensively dedicated to creating, sharing and using legal knowledge in their work (knowledge-intensive work), which therefore requires high levels of education,

expertise and/or experience, i.e., knowledge workers (Davenport, 2005; Forstenlechner & Lettice, 2007).

Considering law practice, three emerging crises were described by Daicoff (1997): “‘professionalism’ has declined, public opinion of attorneys and the legal profession has plummeted, and lawyer dissatisfaction and dysfunction have increased” (p. 1340). Since then, the problem has become worse and worse. Concerning working conditions it is possible to observe “the reduction in the number of workers in regular (wage) employment as compared with the number of those who working under precarious contracts – workers who are legally independent but economically fragile or ‘parasubordinate’” (Servais, 2004, p. 204) and lawyers do not seem to be immune to this situation. Forstenlechner and Lettice (2008) presented a case study (based on application of a survey and interviews) in which they studied the career and job expectations and motivation of young lawyers beginning work in a specific law firm and if these are being met (“one of the top five law firms in the world”, Forstenlechner & Lettice, 2008, p. 641). They highlighted the effects of globalization on law firms, such as the requirement of new kinds of specializations to deal with a greater diversity of work. In addition, a continuously changing environment in which each company operates increases the pressure on lawyers and their preparation for job performance. Berney (1995) affirmed that “Lawyers are therefore faced with more decision making and less time, which is resulting in increased levels of specialization. This was leading to longer working hours and different working structures” (p. 253).

Eleven years later, Lopes (2016) highlights that “Law firms face challenges related to globalization and client pressures for increased quality at lower rates” (p. 225). Forstenlechner and Lettice (2008) listed as key challenges for law companies: the pressure to

maximize “billable hours¹⁹, a lack of prospects and poor working conditions” (p. 642) and considered “the more aggressive headcount management as a buffer for labour cost flexibility. Once support staff have been reduced to the absolute minimum, salaried fee earners are likely to become the next buffer for labour cost flexibility” (p. 643). In sum, they assumed that “there is a degree of consensus that large law firms have a reputation for being tough places to work” (p. 643). They found that the key motives for junior lawyers choosing to join a law firm “were money and improved career options” (p. 640) and consider that these expectations were commonly met. However, “these lawyers were disappointed by a lack of interaction with and appreciation from partners, high pressure to bill more, long working hours and poor work/life balance, a lack of interesting work, and a lack of international secondments” (Forstenlechner & Lettice, 2008, p. 640).

This changing context and all the requirements for performing the role lead to asking to what extent the DW criteria are met in the current lawyer profession. We do not focus on lawyers’ personality characteristics but on their perception of their own work. Boon (2005) highlighted lawyers’ expectations of making a contribution to social justice. The perception that they are not contributing as much as they would like is a source of dissatisfaction in the legal profession. Since the decent work concept was proposed to involve all kinds of work and workers (ILO, 1999; 2001), and considering the context described, application of the DW concept to lawyers is particularly timely and this is coherent and in line with these professionals’ wishes. Additionally, increasingly 'lean' organizations “(...) and the need to develop client relationships places a premium on a modern [*law*] business focus. This involves employing self-motivated individuals who are creative and adept at personal relationships and therefore able to attract and keep business” (Boon, 2005, p. 245), knowing

¹⁹ “billable hours, i.e. the hours spent on and charged for client work, there are high expectations and billing targets in the region of 2,000-2,400 billable hours per year” (Forstenlechner & Lettice, 2008, p. 642).

the characteristics of their work (with tasks that require high levels of motivation), we consider work motivation as another highly relevant issue to analyze.

Previous study (Ferraro et al., 2017) showed the important role of DW as a predictor of work motivation for knowledge workers in general. The work motivation of lawyers is an under-researched topic so far. The current study aims to contribute to filling this gap by focusing on the relationship between DW and Work motivation in those workers. Apart from lawyers' expected role in promoting DW, no research was found studying DW in these professionals.

In the present study work motivation is approached from the theoretical framework of Self-Determination Theory (SDT). This perspective proposes that work motivation is a multidimensional concept (Gagné & Deci, 2005). People are viewed as having three basic psychological needs considered universal for well-being and self-development: autonomy, competence and relatedness. Autonomy is self-governance (Ryan & Deci, 2000), the freedom to follow inner interests or the feeling of the perceived locus of causality as internal (Deci & Ryan, 2000). Competence is the feeling to be able to deal with challenges (Niemiec & Ryan, 2009). Relatedness (or feeling relational support and belongingness) represents the need to receive and provide support in relationships with others and interact and be involved with people (Deci & Ryan, 2014; Ryan & Deci, 2000).

Workers strive for the satisfaction of these basic psychological needs within their social context (e.g., work; Deci et al, 2001; Deci & Ryan, 2008, 2014; Fernet, Gagné, & Austin, 2010; Gagné & Forest, 2008; Ilardi, Leone, Kasser, & Ryan, 1993; Lynch, Plant, & Ryan, 2005). Gagné and Vansteenkiste (2013) highlight that “individual factors have not been extensively studied within the SDT framework [...]” (p. 76). This is true not only regarding the social contextual factors that influence work motivation and its outcomes, but also individual differences that might impact on perception of the work environment.

SDT proposes a model operationalized in six different types of work motivation: Amotivation, or lack of motivation; extrinsic material work motivation corresponding to work motivation anchored in the material consequences of working (e.g., money); extrinsic social work motivation, which is work motivation based on avoidance of social punishment and the pursuit of positive appraisal; introjected work motivation, when an inner pressure exists to accomplish work, as is the case in feelings of guilt or obligation; identified work motivation, when the meaning of work is closely related to its value, as is the case of an individual who considers their work as very important for society; and intrinsic work motivation when the work and tasks are interesting and pleasurable (Gagné & Deci, 2005; Gagné et al., 2015). Going from extrinsic work motivation to the last one described, work motivation becomes more and more autonomous, meaning the individual feels they are the origin of their drive to work instead of being driven by an external pressure.

Each different type of work motivation could occur with a varying level of intensity in each worker and the professional context contributes to promoting (or hindering) different types of Work motivation (Gagné et al., 2015). Accordingly, work motivation can be sustained by providing opportunities for workers to feel and develop their competence, autonomy and relation to others (Deci & Ryan, 2014; Gagné & Deci, 2005, 2014). On the contrary, when they are thwarted, workers show more externally controlled types of motivation or become amotivated (Deci & Ryan, 2014).

Although Ferraro et al. (2017) found a significant effect of DW dimensions on knowledge workers' work motivation, that effect is complex since both constructs have several dimensions. Therefore, it is worth seeking the general main effects that can synthesize the complexity brought about by analyzing each pair of dimensions. Canonical correlation analysis fulfils that purpose since it shows the main overall mechanisms that function in relating both constructs.

Method

Participants

Our sample is composed of lawyers from Portugal ($n = 343$) and Brazil ($n = 268$). Data collection took place between August 2015 and July 2016, as part of a research project focusing on the work experience of Knowledge Workers (KW). Demographic characteristics of the sample are presented in Table 1.

Table 1. Demographic Characteristics of Participants ($N = 611$)

Characteristics	Portuguese sample ($n = 343$)	Brazilian sample ($n = 268$)
Gender		
Men	136 (39.70%)	155 (57.80%)
Women	207 (60.30%)	113 (42.20%)
Age (years)		
	N (%)	N (%)
21 – 35	141 (41.10%)	152 (56.70%)
36 – 50	146 (42.60%)	89 (33.20%)
51 – 65	47 (13.70%)	20 (7.50%)
66 – 80	8 (2.30%)	7 (2.60%)
≥ 81	1 (.30%)	0
Missing value	0	0
Mean (SD)	1.78 (.79)	1.56 (.75)
Highest Educational level		
College degree / Bachelor (in course)	12 (3.50%)	0
College degree / Bachelor or equivalent	51 (14.90%)	94 (35.10%)
Master degree and/or post-graduation or equivalent	277 (80.80%)	150 (56.00%)
PhD	3 (.90%)	21 (7.80%)
Post-PhD	0	3 (1.10%)
Missing response	0	0
Tenure (years)		
From 6 months to 10 years of professional experience	184 (53.60%)	178 (66.40%)
From 11 to 20 years of professional experience	102 (29.70%)	57 (21.30%)
From 21 to 30 years of professional experience	38 (11.10%)	23 (8.60%)
From 31 to 40 years of professional experience	14 (4.10%)	7 (2.60%)
More than 40 years of professional experience	5 (1.50%)	3 (1.10%)
Mean (SD)	1.70 (.92)	1.51 (.85)

The inclusion criteria to be a participant were: (a) a minimum of six months of work experience; (b) being professionally active (unemployed and retired lawyers are excluded); and (c) receiving monetary compensation for work carried out.

Procedures

Participants were recruited through professional associations, or when professional associations were not found, through professionals' public email addresses on institutional websites, by sending an invitation which included a link to the online survey. Since all questions were mandatory and it was not allowed to submit the questionnaire without replying to all items, there are no missing values. Before answering the questionnaire, all participants needed to read and mark a box confirming informed consent. The researchers' email addresses and phone numbers were provided for any question from respondents. This project was submitted to an Ethical Committee. The task required around 20 minutes.

Instruments

Decent Work Questionnaire (DWQ)

The Decent Work Questionnaire (Ferraro et al., 2016b – 31 items) was developed to measure decent work dimensions of the work context from the perceptions of workers. It has been proposed and validated for both Portuguese and Brazilian populations (Ferraro et al., 2016b). It includes a global DW score and seven subscales: DW1 – Fundamental Principles and Values at Work (e.g. 'I am free to think and express my opinions about my work'); DW2 – Adequate Working Time and Workload (e.g. 'I consider the average number of hours that I work per day as adequate/appropriate'); DW3 – Fulfilling and Productive Work (e.g. 'I consider the work I do as decent'); DW4 – Meaningful Retribution for the Exercise of Citizenship (e.g. 'What I earn through my work allows me to live my life with dignity and independence'); DW5 – Social Protection [e.g. 'I feel that I am protected if I become unemployed (unemployment insurance, government/social benefits, social programs, etc)']; DW6 – Opportunities (e.g. 'Currently, I think there are work/job opportunities for a professional like me'); and DW7 – Health and Safety [e.g. 'Overall, environmental

conditions in my work are safe and acceptable (temperature, noise, humidity, etc.)’]. Each item is answered on a labeled 5-point Likert scale from 1= “I do not agree” to 5 = “I completely agree”. In the current study, the global score Cronbach alpha coefficient was .93 in the Portuguese sample, and .94 in the Brazilian sample. The Alpha coefficients for each DW sub-scale in the Portuguese sample were: .84 (DW1), .84 (DW2), .81 (DW3), .92 (DW4), .78 (DW5), .76 (DW6) and .80 (DW7); in the Brazilian sample: .87 (DW1), .89 (DW2), .86 (DW3), .93 (DW4), .81 (DW5), .77 (DW6) and .86 (DW7).

Multidimensional Work Motivation Scale (MWMS)

The Multidimensional Work Motivation Scale (MWMS; Gagné et al., 2015) is a 19-item scale based on self-determination theory (Gagné & Deci, 2005). It is designed to measure different types of work motivation according to self-determination theory. It has been adapted and validated in Portugal and Brazil by Dos Santos, Mónico, Pais, Gagné, Forest, Cabral, and Ferraro (2017). The MWMS comprises six sub-scales: Amotivation, Extrinsic Material regulation, Extrinsic Social regulation, Introjected regulation, Identified regulation and Intrinsic motivation. Response options are on a labeled 7-point Likert scale from 1 = ‘not at all’ to 7 = ‘completely’. Following the stem ‘Why do you or would you put efforts into your current job?’, a sample item is ‘Because the work I do is interesting’. The six subscales’ Cronbach alpha coefficients in the Portuguese sample were: .84 (amotivation), .79 (extrinsic material regulation), .91 (extrinsic social regulation), .85 (introjected regulation), .89 (identified regulation) and .91 (intrinsic motivation); in the Brazilian sample: .83 (amotivation), .81 (extrinsic material regulation), .90 (extrinsic social regulation), .83 (introjected regulation), .91 (identified regulation) and .92 (intrinsic motivation).

Results

To study the relationship among the seven factors of DW and the six types of work motivation a canonical correlation analysis (CCA) was performed. We have multiple dependent and independent variables simultaneously observed and this is a typical case where this kind of analysis is the most indicated (Hair, Anderson, Tatham, & Black, 1998). In the current research, the set of independent variables (or predictor set) was composed of DW factors, while the types of work motivation were considered as the set of dependent variables (or the criteria set; Kuylen & Verhallen, 1981). Although not often used, CCA simultaneously analyzes the two sets of variables rather than examining a large number of individual correlations, and for this the application of CCA is relevant in minimizing the Type I error rate (Sherry & Henson, 2005; Thompson, 2005). The assumptions of the normality test and analysis of outliers were performed following the guidelines of Hair et al. (1998), Meyer et al. (2013) and Tabachnick and Fidell (2014). Our analyses were carried out using IBM SPSS Statistics version 22, with the addition of STATS CANCORR (an extension bundle from IBM SPSS, installed as part of IBM SPSS Statistics - Essentials for Python; IBM, 2015). To interpret significant canonical functions, we adopted the canonical loadings approach. This requires evaluation of the sign and magnitude of the structure canonical coefficients (also known as canonical loadings) in each set of variables and in each canonical variate (Hair et al., 1998; Dattalo, 2014). This analysis allowed us to explore the underlying relations between DW Factors and types of Work Motivation. The results are shown in Tables 2 and 4 for the Portuguese sample, and 3 and 5 for the Brazilian sample.

Table 2. Results of canonical correlation analysis of the relationships of DW factors and levels of work motivation for the Portuguese sample (n = 343)

Canonical function	R_c	R_c^2	Wilks's Lambda	F	R_{dx}	R_{dy}
1	.64	.41	.49	6.10***	.13	.14
2	.31	.10	.83	2.13***	.02	.02

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note. R_c = overall canonical correlation; R_c^2 = overall squared canonical correlation; R_{dx} = redundancy index of set of dependent variables given the canonical variate for DW factors; R_{dy} = redundancy index of DW factors given the canonical variate for the dependent variables.

Table 3. Results of canonical correlation analysis of the relationships of DW factors and levels of work motivation for the Brazilian sample (n = 268)

Canonical function	R_c	R_c^2	Wilks's Lambda	F	R_{dx}	R_{dy}
1	.70	.49	.40	6.11***	.18	.16
2	.38	.14	.80	2.02**	.01	.03

* $\rho < .05$; ** $\rho < .01$; *** $\rho < .001$.

Note. R_c = overall canonical correlation; R_c^2 = overall squared canonical correlation; R_{dx} = redundancy index of set of dependent variables given the canonical variate for DW factors; R_{dy} = redundancy index of DW factors given the canonical variate for the dependent variables.

Table 4. Interpretable Canonical Functions for the Portuguese sample

Variables	First Canonical Variate				Second Canonical Variate			
	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings
Decent Work Factors								
Fundamental Principles and Values at Work	-.01	-.04	.58	.37	.02	.07	.29	.09
Adequate Working Time and Workload	.01	.04	.23	.15	.22	.69	.76	.23
Fulfilling and Productive Work	.28	.92	.98	.63	-.09	-.27	.01	.00
Meaningful retribution for the exercise of citizenship	.01	.03	.48	.31	.11	.41	.52	.16
Social Protection	-.03	-.09	.22	.14	.16	.49	.63	.19
Opportunities	.07	.22	.65	.42	-.06	-.19	.12	.04
Health and Safety	-.02	-.08	.33	.21	-.09	-.31	.11	.03
Percent of variance (set 1 by Self)			30.90				19.20	
Levels of Work Motivation								
Amotivation	-.16	-.45	-.69	-.44	-.05	-.14	-.12	-.04
Extrinsic – Material	.01	.05	.20	.13	-.20	-1.01	-.88	-.27
Extrinsic – Social	.02	.08	.01	.00	.05	.23	-.23	-.07
Introjected	-.00	-.02	.38	.24	.03	.16	-.44	-.13
Identified	.05	.18	.76	.49	-.16	-.61	-.29	-.09
Intrinsic Motivation	.15	.62	.89	.57	.14	.58	.08	.02
Percent of variance (set 2 by Self)			33.50				18.50	

Note. Raw Can. Coeff. = Raw Canonical Coefficient (or unstandardized coefficient); Stand. Coeff. = standardized canonical variate coefficients (or canonical weights); Struc. Coeff. = structure coefficients (or canonical loadings). Percent of variance = Within-set variance accounted for by canonical variates (i.e., proportion of variance times 100). Noteworthy coefficients are indicated in bold.

Table 5. Interpretable Canonical Functions for the Brazilian sample

Variables	First Canonical Variate				Second Canonical Variate			
	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings	Raw Can. Coeff.	Stand. Coeff.	Struc. Coeff.	Canonical Cross-loadings
Decent Work Factors								
Fundamental Principles and Values at Work	.06	.29	.74	.52	-.05	-.26	-.12	-.05
Adequate Working Time and Workload	.02	.08	.50	.35	.25	.95	.56	.21
Fulfilling and Productive Work	.20	.84	.97	.68	-.03	-.14	-.04	-.02
Meaningful retribution for the exercise of citizenship	-.01	-.04	.50	.35	-.04	-.17	-.01	-.00
Social Protection	-.03	-.09	.32	.22	.12	.43	.44	.17
Opportunities	.02	.06	.64	.45	.01	.04	-.09	-.03
Health and Safety	-.05	-.18	.33	.23	-.17	-.64	-.40	-.15
Percent of variance (set 1 by Self)			37.20				9.70	
Levels of Work Motivation								
Amotivation	-.11	-.35	-.60	-.42	.13	.44	.29	.11
Extrinsic – Material	-.00	-.02	-.02	-.01	-.14	-.71	-.87	-.33
Extrinsic – Social	.01	.05	-.21	-.14	-.04	-.19	-.47	-.18
Introjected	.00	.01	.37	.26	-.04	-.28	-.37	-.14
Identified	.04	.18	.76	.53	.08	.39	.17	.06
Intrinsic Motivation	.15	.71	.93	.66	.01	.02	.11	.04
Percent of variance (set 2 by Self)			33.10				20.60	

Note. Raw Can. Coeff. = Raw Canonical Coefficient (or unstandardized coefficient); Stand. Coeff. = standardized canonical variate coefficients (or canonical weights); Struc. Coeff. = structure coefficients (or canonical loadings). Percent of variance = Within-set variance accounted for by canonical variates (i.e., proportion of variance times 100). Noteworthy coefficients are indicated in bold.

For each sample, two significant canonical functions were produced (see Table 2 for the Portuguese sample and Table 3 for the Brazilian sample). All of these canonical correlations attain non-trivial values (R_c values $\geq .30$), according to the recommendation of Pituch and Stevens (2016).

To attest the relevance of our canonical functions, we also consider other statistical indicators. First, we look at Wilk's λ which, following Sherry and Henson (2005, p. 48): "represents the variance unexplained by the model, and thus $1 - \lambda$ yields the full model effect size". In the Portuguese sample, the Wilk's λ values indicates that the full model explains 51% of the variance shared between the two variable set. In the Brazilian sample, it explains 60% of the shared variance. For each canonical function, the percentage of shared variance tells us that, for the Portuguese sample, the first canonical function explains approximately 78% of the shared variance, with the second canonical function explaining an additional 12%. These two canonical functions together accumulate 90% of the explained variance. For the Brazilian sample, the first canonical function accounts for 80% of shared explained variance, and the second canonical function adds 14%. These two canonical functions accumulate 94% of the explained variance (values based on eigenvalues, Meyers, Gamst, & Guarino, 2013). For each set of variables, in the first canonical function, for the Portuguese sample, DW factors explained approximately 41% of the variance of Work motivation. For the Brazilian sample, DW factors explained 49% of the variance of Work motivation. In the second canonical function, for the Portuguese sample, DW factors explained approximately 10% of the variance of Work motivation. For the Brazilian sample, DW factors explained 14% of the variance of Work motivation (see Tables 2 and 3, values based on R_c^2 ; Meyers et al., 2013).

The results suggest that the relationship between Decent Work dimensions and different types of Work motivation are mostly explained by two main mechanisms, which interpretation of the canonical variate should elucidate. We present the two canonical variates

for each sample in Tables 4 and 5. There, it is possible to observe the corresponding raw canonical coefficient (unstandardized coefficient), standardized coefficients (canonical weights), structure coefficients (canonical loadings) and cross loadings associated with each variable. Since there is no consensus among authors about the best or most adequate coefficients to consider in interpreting the canonical variates, we followed Hair et al. (1998) and Meyers et al. (2013). Accordingly, our interpretation is based on the highest values of the structure coefficients (canonical loadings). Despite Tabachnick and Fidell (2014) suggesting the use of a value of .30, we opted to use a more conservative value equal to or more than .45 (as Joo & Nimon, 2014), closer to common practice in factor analysis.

In the Portuguese sample, the first canonical function shows that within the DW factor set, high levels of *Fulfilling and Productive Work (DW3)*, *Opportunities (DW6)*, *Fundamental principles and values at work (DW1)* and *Meaningful Retribution for the Exercise of Citizenship (DW4)* (in order of the magnitude of the structure coefficients) correlate positively (and strongly) with high levels of *intrinsic* and *identified work motivation* and negatively with *amotivation* (within the ‘work motivation set’).

In the Brazilian sample, the first canonical function presents the same dimensions already described for the Portuguese sample (presence of high loadings of DW1, DW3, DW4 and DW6) and additionally shows the presence of *Adequate Working Time and Workload (DW2)* within the DW dimension set. They relate positively to autonomous work motivation (*identified and intrinsic*) and negatively to *amotivation*.

This first canonical function indicates that higher levels of these DW dimensions (slightly different between samples) promote autonomous work motivation and diminish amotivation.

The second canonical function for the Portuguese sample includes *Adequate Working Time and Workload (DW2)*, *Social Protection (DW5)* and *Meaningful Retribution for the*

exercise of Citizenship (DW4) within the DW factor set. The ‘work motivation set’ includes *external material work motivation*. For the Portuguese lawyers, the presence of those three DW factors was negatively related to extrinsic material work motivation.

In the Brazilian sample, the second canonical correlation is also slightly different from that found in the Portuguese sample. The DW dimension set only includes *Adequate Working Time and Workload (DW2)*. *Social Protection (DW5)* almost reaches our cut-off point of .45 (see Table 4, the value of .44), and *Meaningful Retribution for the exercise of Citizenship (DW4)* is not involved in this. DW2 shows an inverse relationship with *material and social extrinsic work motivation*.

Discussion and Conclusions

The present study confirmed that DW affects lawyers’ work motivation in both samples, following the previous study by Ferraro et al. (2017). That effect varies slightly between samples. Despite those differences, we found two general mechanisms underlying that effect of DW on work motivation.

The first canonical correlation function includes, as described in the previous section, a positive association of *fundamental principles and values at work, fulfilling and productive work, meaningful retribution for the exercise of citizenship* and *adequate working time and workload* (this last one only in the Brazilian sample) with *identified and intrinsic work motivation*, and negatively associated with *amotivation*.

The underlying mechanism can be interpreted as an operating theory of a worthwhile, interesting and meaningful working life which is part of being a citizen in society. It corresponds to a way of looking at work as part of human fulfilment and not only as an instrumental activity to provide workers with retribution for later enjoyment, fruition or

utilization. In this function, corresponding to the first canonical correlation, the individual gets involved in work as an important part of their identity as a human being. This last idea is stronger in the Brazilian sample, which can be interpreted as a result of most respondents' stage in their career (younger than the Portuguese respondents). This underlying mechanism distinguishes people that are higher or lower in this approach to work in their lives.

The second canonical correlation shows a significantly negative association between *working time and workload* and *extrinsic material work motivation* in both samples. The underlying mechanism explaining this canonical correlation can be interpreted as a 'contextual comfort – effort' operating theory. Within this mechanism, those who have a better workload and working time are less extrinsically motivated and those who have a worse working time and workload are more extrinsically motivated, so they are prepared to make efforts in their working lives (less contextual comfort) to receive benefits and their salary in compensation.

Through this canonical variate, people express to what extent they are willing to work hard to obtain more extrinsic retribution and prepared to make greater efforts and spend more time working. Higher values in this canonical correlation (in the DW factor set) are expressed by those who prefer a calm, balanced working life and avoid making major efforts to obtain better extrinsic compensation. Lower values are expressed by those who are prepared to work hard and are affected less negatively by work that demands time and by high levels of effort required to perform tasks.

Considering the differences between the samples, in the Portuguese sample social protection reinforces the relevance of psychological contextual comfort (here expressed as security) in this canonical correlation. People scoring high in this canonical variate (in the DW factor set) show a preference for contextual comfort at the expense of earnings. However, a certain amount of money is required for them to consider they receive *meaningful*

retribution for the exercise of citizenship. This last DW dimension may be unexpected considering the negative association with *extrinsic material work motivation*. The puzzle can be solved taking into account that extrinsic material work motivation exerts a pressure to work hard to receive more while meaningful retribution focuses on the freedom that comes from having enough money to be a citizen able to perform their role in society. Therefore, in the Portuguese sample, the ‘contextual comfort – effort’ mechanism, while including more dimensions on the decent work side, easily keeps its meaning.

Concerning the Brazilian sample, *extrinsic social work motivation* is negatively added to this canonical variate, which means Brazilian lawyers include in this mechanism a disregard for others’ approval. As long as they prefer a life of contextual comfort, they are more and more unwilling to be affected by criticism from others and seek their approval less. In spite of the differences between samples, the core meaning of this canonical correlation can be interpreted as the mechanism that accounts for contextual comfort and balance, or tension and performance for extrinsic benefits.

The greater concentration of younger lawyers in the Brazilian sample might contribute to the differences between samples (notably the presence of DW2 in the two canonical correlations in the Brazilian sample). However, this is an interesting aspect deserving further attention in future research due to the literature suggesting that junior lawyers tend to feel a lack of work-life balance (Forstenlechner & Lettice, 2008). As stressed by Wallace (1997), in the initial career stage (little professional tenure) lawyers are “simultaneously learning how to practice law, meet their billable targets, and generate a client base” (p. 244) and that is highly demanding. After some years of work experience “partnership status and securing a stable set of clients, less time is required to bill the same hours as an inexperienced, junior associate” (Wallace, 1997, p. 244).

Gender differences also can help in explaining differences between samples in the second canonical correlations. In the Portuguese sample, female participants are more prevalent. The process of feminization or the increased female presence in the legal profession has been widely presented and discussed (e.g., Kay & Gorman, 2008; Menkel-Meadow, 1986, 1989). Women have different motivations than men to begin law school, since they are more socially oriented and men more “interested in maintaining their socioeconomic class status” (Carroll & Bayfield, 2007, p. 226). Women focus more on “social justice or public interest motivations and are also more likely to take a job within this area upon graduation” (Carroll & Bayfield, 2007, p. 230), they plan “to work in a government or public-interest setting, rather than a private firm” (Kay & Gorman, 2008, p. 301). Wallace (1999) mentioned that “[t]he literature suggests that female professionals experience greater work-to-nonwork conflict than men because of the primacy they attach to being successful both in their career and wife / mother roles” (p. 799).

In the Portuguese sample (with more women than men), besides good working time and workload, the second canonical correlation function includes an additional appreciation of social protection (for themselves and their families) and a kind of retribution (represented in our DW4) that is more dedicated to promoting well-being, and personal and professional development (for themselves and their families) than extrinsic material work motivations (e.g. money). For the Brazilian sample (with more men than women), only working time and workload and two different types of extrinsic work motivations are within this mechanism (social, such as praise, and material, such as money).

Overall, in both samples, while the first canonical correlation associates more autonomous work motivation, values and meaning, the second one associates working time, workload and extrinsic motivations. The first mechanism can be seen as related to intrinsic

aspects of work and its intrinsic importance in life, the second one seeming to be related to extrinsic aspects of work and its instrumentality in life.

The research on this topic from a Work, Organizational and Personnel Psychological perspective is recent, which makes it hard to assess the implications of our results by seeing them in the context of a wide range of previous studies. However, considering our samples these findings are useful in designing work practices and defining human resource management policies and strategies mainly for law firms and the legal profession. The two mechanisms found in this research should be taken into account in those human resource policies, strategies and practices. They are part of how people relate to their work, and it is expected that workers can be assessed on their position in each mechanism. Some workers would prefer contextual comfort while others would prefer to make efforts to gain greater extrinsic benefits. For some workers, their professional life is an important part of their identity and the intrinsic aspects of work are very important. For others, those intrinsic aspects of work are less important. Despite these differences among workers, our findings reinforce the idea that decent work is highly motivating whether through the intrinsic characteristics of tasks or through the context and benefits that come from it. Therefore, the inclusion of DW as a priority for the legal profession can improve lawyers' well-being and performance.

Limitations and recommendations for future research

The use of Canonical Correlation Analysis allowed the examination of multiple and simultaneous interactions between two large groups of dimensions and evaluation of the main mechanisms in operation. It is important to consider that most of the literature produced on the legal profession is based on exercising the profession in law firms. Further research about independent lawyers (solo practitioners) can bring relevant information about these

professionals. Besides, although our study was conducted in two different countries, interesting potential developments may arise from research involving samples from other countries. In the future, it would also be possible to verify differences in DW among several organizational settings (with different organizational cultures and climates).

The cross-sectional design used restricts causal inferences. Therefore, considering theoretical implications, a deeper understanding of the variables and relationships in the study could be achieved with more qualitative research and longitudinal designs. This could also provide better understanding of causal mechanisms and variations of DW and work motivation through time. Studying the impact of life-cycle changes on the decent work dimensions (as suggested by Bescond, Châtaignier, & Mehran, 2003; ILO, 2008), and vice-versa, could bring relevant results to enrich our understanding of work motivation and decent work.

Conclusion

The research on DW from a WOPP perspective is only at the beginning. Its development could offer important contributions not only to lawyers' work, but to the improvement of workers' lives in general. Our research showed empirical evidence that the promotion of intrinsic and identified work motivation, extrinsic work motivation and the prevention of amotivation can be achieved from investment in the creation and maintenance of DW. The results are relevant content for human resource management practices, strategies and policies. Considering the increasing importance given to DW, namely the inclusion of DW as one of the sustainable objectives for 2030 by the United Nations (UN, 2015), we hope that in a near future, research about DW (high levels and/or deficits) in a multiplicity of work contexts, its measure, analysis and use as a diagnostic tool can promote the development of different kinds of interventions aiming to improve work environments.

The two sets of multivariate variables (DW factors and work motivation types) have shown two strong mechanisms of association (two canonical functions). The understanding of these complex mechanisms can help human resource managers in dealing with decent work and work motivation matters regarding lawyers and possibly knowledge workers in general.

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CAPÍTULO 8

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Decent Work and Work Motivation in Knowledge Workers: the Mediating Role of Psychological Capital^{20,21}

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Abstract This article aimed to investigate the role of Decent Work as a predictor of different types of Work Motivation and to explore the possible role of Psychological Capital in mediating this relationship. The Decent Work Questionnaire, the Multidimensional Work Motivation Scale, and the Psychological Capital Questionnaire were administered to 3004 knowledge workers, in Portugal and Brazil. Results from Structural Equation Modeling analyses support the hypothesized model, showing the predictor role of Decent Work and complete and partial mediation effects of PsyCap in different relationships between DW and Work motivation variables. The results also support the idea that a decent work context predicts more autonomous work motivations again with the mediation of PsyCap. In sum, the results suggest that decent work plays an important role in promoting a positive approach to work, and that Psychological Capital is an important mediating variable in the promotion of autonomous Work motivation. Limitations and practical implications conclude the article.

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Keywords Cross-cultural study • Decent work Questionnaire • Knowledge workers • Structural equation modeling • Work motivation • Psychological capital

The purpose of the present research was to examine the effects of Decent Work (DW; International Labour Organization 1999) on Work motivation (Gagné and Deci 2005) and the possible role of Psychological Capital (PsyCap; Luthans et al. 2007b) in mediating this relationship. The emergence of DW as a concept, at the International Labour Conference (ILC) in 1999, stemmed from a long historical development that began with the Treaty of Versailles (1919) and foundation of the International Labour Organization (ILO). Its development received several contributions, with overlaps between ILO's history and the United Nations (UN) action (Ferraro et al. 2016a; ILO 1944; UN 2000a, 2000b, 2015).

The development of quality of life and quality of work life (QWL) ideas was also long. QWL can be considered a comprehensive approach that brings together several organizational efforts aiming for the improvement of work settings to support human needs (Peters 2014). Our proposition of a DW approach is not restricted to a specific organizational setting. Our approach is to consider the whole professional context of the worker, and not only a specific position they might hold as employees. To hear the voice of workers about what they feel or how they perceive their work (as decent or not) in several work contexts could bring relevant knowledge about core questions in quality of life and QWL.

Still in its first steps (Ferraro et al. 2016c), the approach to the DW concept from a Work, Organizational and Personnel Psychology (WOPP) perspective aims to add value to other developments already achieved at other levels of analysis. Indeed, the main framework of research on DW has been developed from a quite important but limited macro-level perspective based on legal, economic and political approaches (Anker, Chernyshev, Egger, Mehran, & Ritter, 2002, 2003; Bescond et al. 2003; Bonnet, Figueiredo, & Standing, 2003; Ghai 2002, 2003, 2006; ILO 2008, 2012, 2013). Knowledge about DW can be enriched and new ways of operationalization and practices can be achieved with a micro-level approach, considering workers' experience from a WOPP approach. As far as we know, only two instruments are available to measure individual experiences of DW (Ferraro et al. 2016c; Webster et al. 2016). From their psychological perspective, Ferraro et al. (2016c) presented an exploratory study on the definition and structure of the DW concept. They developed the Decent Work Questionnaire (DWQ) and identified a global DW score and seven dimension of the concept.

The seven subscales are: (1) 'Fundamental Principles and Values at Work' related to fairness in the workplace associated with feelings of dignity, fair treatment at work, acceptance (without discrimination), clarity of norms, solidarity, freedom, participation and mental health; (2) 'Adequate Working Time and Workload' related to a good balance among working time, time for family and personal life and decent time management; (3) 'Fulfilling and Productive Work' related to perception of personal and professional fulfillment through work done, through the connection between work and personal and professional development and through the perception of work's contribution to future generations, allowing the vision of work as a true creation of value for multiple stakeholders and recognition of this as worthwhile; (4) 'Meaningful

Retribution for the Exercise of Citizenship' related to the perception of the retribution received for the work done as fair and that it allows the worker to live with autonomy and dignity, and provides well-being to her/him and to those depending on the worker; (5) 'Social Protection' related to the worker's expectation of society's recognition or repayment to the worker for the effort committed, that is, the expectation of security provided by a social security system against illness or loss of work, for both the worker and her/his family and the prospect of a relatively carefree retirement; (6) 'Opportunities' related to the perception of personal employability and entrepreneurship, prospects of increased income, retribution or benefits and expectations of professional advances, hope and optimism for a better future; and (7) 'Health and Safety' related to perception of work in a safe environment, being protected from risks against physical health (Ferraro et al. 2016c; item examples in the instruments section).

From a WOPP perspective, among many aspects that promote work performance and worker well-being, those of Work motivation and PsyCap have shown important contributions (Baard et al. 2004; Deci and Ryan 2014; Luthans et al. 2010). Considering Work motivation from the self-determination theory perspective, Deci and Ryan (2014) affirmed that "motivation has appropriately been recognized to be an important antecedent of productivity" (p. 13). Baard et al. (2004) presented two empirical studies showing that positive work outcomes (such as job performance and psychological adjustment) can be influenced "by satisfaction of people's intrinsic needs for competence, autonomy, and relatedness on the job" (p. 2061). Deci and Ryan (2014) found that the three basic psychological needs of fulfillment at work (i.e., feelings of autonomy, competence and relatedness) predict job satisfaction positively and emotional exhaustion negatively. Lam and Gurland (2008) found that "autonomy orientation predicted job outcomes via increased self-determined work motivation" (p. 1109). Deci et al. (1989) showed that managerial autonomy support impacted on employees' job satisfaction. The results of the study by Deci et al. (2001) have shown that satisfaction of basic psychological needs promotes motivational and well-being outcomes. This happens in both collectivist and individualistic cultures.

Considering PsyCap from the positive psychology perspective, Larson and Luthans (2006) showed that PsyCap can predict job satisfaction and organizational commitment at work. Walumbwa et al. (2010) concluded that "leader and follower psychological capital interacted to positively predict rated performance" (p. 937). Avey et al. (2011) verified in their meta-analysis of 78 studies (p. 136) that a significant positive relationship between PsyCap and psychological well-being was found. Furthermore, they found multiple measures of PsyCap had a positive impact on employees' performance and desirable employee attitudes/behaviors. Luthans et al. (2010) provided empirical evidence that short PsyCap training interventions can improve on-the-job performance. According to Gooty et al. (2009), "higher levels of PsyCap represent higher levels of psychological resources (i.e., strengths), which can help individuals perform better at work" (p. 357). Our purpose was to explore the impact of the DW context on Work motivation considering Psychological Capital as a possible mediator. This could bring further arguments for the adoption of DW principles, should they be shown, beyond their ethical values, to enhance workers' approaches to job tasks.

Considering the political and economic implications of DW, most research on DW is focused on undifferentiated workers or on those whose work requires fewer qualifications, because such workers are regarded as being more subject to exploitation and

vulnerability (UNDP 2014). We, however, chose to give particular attention to the highly skilled and qualified workers known as Knowledge Workers (KWs). These are professionals who are intensively dedicated to creating, sharing and using knowledge in their work, which therefore requires high qualifications, commonly demanding high levels of education, expertise and/or experience (Davenport 2005, p. 10). This characterization suggests that they would be less vulnerable and/or less prone to exploitation. It is common to expect these workers will be treated with respect and equity, and invited to be involved in decisions that affect them. Additionally, there is also the expectation that they are well rewarded, work in a safe and healthy place, have stability at work, and opportunities for personal and professional development. However, this seems to be a stereotype. In recent years, many workers, constrained by circumstances, have had to accept low-paid positions, with precarious work conditions and few labour rights (Harney et al. 2014; Lodovici and Semenza 2012). Although the youngest workers seem to be most affected (Armano and Murgia 2013), our experience has shown that they are not the only ones affected: professionals from different age groups, and even the most experienced ones, have been confronted with these kinds of situations. When the subject is precarious conditions at work, we found a concentration of literature on non-standard employment, contingent or temporary work of general workers, with little attention being given to KWs (David 2005; Redpath et al. 2009, p. 75). Given that the concept of decent work was proposed to involve all types of work and workers (ILO 1999, p. 3-4, 2001, p. 17), and the current situation of many KWs, we consider application of the DW concept to this professional group to be particularly timely. Knowing that, (a) among other KW characteristics, they are commonly aware of their own worth, feel highly responsible for their own work, appreciate autonomy, seek self-actualization, individual and professional achievement and opportunities for growth, and appreciate job challenge (Kubo and Saka 2002; Zhan et al. 2013), and also (b) the characteristics of their work, with complex tasks requiring motivation, resilience and self-confidence, we consider particularly important the variables selected for our study: Work motivation and Psychological Capital.

The theoretical framework of Self-Determination Theory (SDT) proposes that work motivation is a multidimensional concept (Gagné and Deci 2005). The central idea is that people have three basic psychological needs which are considered universal for wellness and self-development: autonomy, competence and relatedness. Many years of research has shown that people seek to satisfy these basic psychological needs within their social context (e.g., work; Deci et al. 2001; Deci and Ryan 2008, 2014; Fernet et al. 2010; Gagné and Forest 2008; Ilardi et al. 1993; Lynch et al. 2005). Gagné and Vansteenkiste (2013) warned that “individual factors have not been extensively studied within the SDT framework [...]” (p. 76). This alert is relevant to pay attention not only to the contextual factors that influence Work motivation and its outcomes, “but to also consider individual differences that may affect how one appraises the work environment” (p. 76). Workers, therefore, would try to satisfy their basic psychological needs through work. Still according to SDT, work motivation can be understood in terms of six different types of motivation, laid along a self-determination *continuum* from amotivation, which is the lack of motivation, to intrinsic motivation (the most autonomous motivation). In the middle, there are different types of externally controlled motivation progressively more internalized, along the way (Gagné and Deci 2005; Gagné et al. 2015). These different types of Work motivation can be encouraged

or disheartened according to circumstances (Gagné et al. 2015). Motivation can be encouraged by providing opportunities for workers to feel and develop their competence, autonomy and relation to others (Deci and Ryan 2014; Gagné and Deci 2005, 2014). When these basic needs are satisfied, workers become more autonomously motivated. On the contrary, when they are thwarted, workers show more externally controlled types of motivation or become amotivated (Deci and Ryan 2014). The SDT model was employed in our study and is outlined in Table 1.

In our study, and following Ferraro et al. (2016b), we hypothesized that Global DW would relate positively to the more autonomous and self-determined types of motivation and negatively to lack of self-determined motivation (amotivation; H1). We expected that intermediate types of extrinsic motivation would be less affected by Global DW (H2).

Given the DW factors (subscales), we propose a number of other hypotheses regarding their relations with Work motivation. Taking into account the importance of the psychological needs for autonomy and relatedness for most autonomous self-determination motivations, we hypothesized that *Fundamental Principles and Values at Work (FPVW)* would be positively related to the most autonomous types of motivation and negatively to amotivation (H3). Considering also the role of the third psychological need (competence) in promoting more self-determined motivations, we hypothesized that *Fulfilling and Productive Work* (H4), *Opportunities* (H5) and *Meaningful retribution for the exercise of citizenship* (H6) would also be positively related to more self-determined types of motivation and negatively related to amotivation.

Lubienska and Wozniak (2012, p. 80) highlighted that professionals highly oriented to excellence ('a job well done'), with passion for the task and aligned with a social environment pattern of long hours of work dedication are ready to work long hours without feeling it as excessive. This is probably the case of most of our sample. Thus, although excessive working hours might lead to absence of motivation (or amotivation), in our study we believe that the presence of a majority of knowledge workers with the "long hours" profile could neutralize this effect. Similarly, health and safety or social protection are features of DW that probably have little influence on Work motivation, particularly considering our samples' characteristics.

The SDT "is designed to explain optimal motivation thereby explaining a host of positive outcomes including well-being, performance, resilience, and personal growth" (Sheldon and Ryan 2011, p. 33). These positive outcomes are aligned with a positive state. Concerning Psychological Capital (PsyCap; Luthans et al. 2004; Luthans and Youssef 2004), this is a concept that evolved from four pre-existing constructs: Self-Efficacy, Hope, Optimism and Resilience, conceptualized as states and not as traits. These concepts are related because workers with self-efficacy (confidence) put efforts into overcoming challenges, persevere to achieve objectives (resiliency) and maintain an optimistic perception of now and the future (optimism and hope; Luthans et al. 2007a, p. 3). "PsyCap better predicts desired outcomes than each of its four individual components" (Luthans et al. 2015, p. x). We hypothesized that Global DW would be positively related to PsyCap (H7), i.e., it could help to promote and protect workers' Psychological Capital. Given the DW factors, we expected that the strongest relationships would be found between *FPVW* (H8), *Fulfilling and Productive Work* (H9) and *Opportunities* (H10), and PsyCap consequently promoting more self-determined motivations (identified and intrinsic motivation) and avoiding amotivation. *Meaningful*

Table 1 Work motivation and its dimensions (according to SDT)

		Self-determination continuum					
Major categories of motivation		Lack of motivation (amotivation)	To lower from progressively increasing self-determination motivation (progressive levels of extrinsic motivation)			Highly self-determined motivation (intrinsic motivation)	
Types of work motivation	Amotivation	External social motivation	External material motivation	Introjected motivation	Identified motivation	Intrinsic motivation	
What is involved / promote this type of motivation (regulation)	Absence of motivation or self-determination.	When the worker is motivated to do the work to avoid punishment (which can be administered by others) or to have social external reward.	When the worker is motivated to do the work to avoid punishment (which can be administered by others) or to have material external reward	When inner pressure motivates the work done. e. g. Ego-involvement, guilt or shame.	When work is done for a question of coherence, i.e., recognition of the activity's meaning or value motivates the work. Something the worker feels ought to be done.	When the worker is highly interested and feels pleasure in doing his/her work.	
Item example	"I don't know why I'm doing this job, it's pointless work".	"To avoid being criticized by others (e.g. supervisor, colleagues, family, clients, ...)".	"Because I risk losing my job if I don't put enough effort in it".	"Because otherwise I will feel bad about myself".	"Because putting efforts in this job has personal significance to me".	"Because the work I do is interesting".	

"The stem is 'Why do you or would you put efforts into your current job?'" (Gagné et al. 2015)

SOURCE: adapted from Gagné and Deci (2005); Gagné et al. (2015)

retribution for the exercise of citizenship (H11) would be positively related to PsyCap, with the more extrinsic work motivations (H12), and negatively to amotivation (H13).

Additionally, our structural model allows us to test the mediation of PsyCap between DW and Work motivation. We expected that Global DW would impact PsyCap positively, and that it would in turn influence the more autonomous types of work motivation (identified and intrinsic motivation) positively, and amotivation negatively (H14).

Although knowledge workers are hardly seen as suffering from decent work deficits, our research assumes that the DW concept is relevant for KWs, and that it has a significant effect upon their PsyCap and Work motivation. The complex tasks they carry out seem to require high levels of self-determined (autonomous) motivation and Psychological Capital to be performed with high levels of quality. More autonomously motivated and higher PsyCap would lead KWs to better performance and greater feelings of well-being. Decent work was proposed to promote economic and social human development in the formal and informal economy. Because of its characteristics, decent work is a kind of work that could enhance the higher levels of self-determined motivation (intrinsic motivation) and the positive perspective of Psychological Capital. Research into the effect of Global DW and its various dimensions on Work motivation and PsyCap is then relevant for both individuals and organizations with positive consequences for society and the economy. Our model tested the importance of DW as a causal origin of Work motivation and PsyCap.

Method

Participants

Data collection took place in Portugal ($n = 1353$) and Brazil ($n = 1651$) between August 2015 and July 2016, as part of a research project focusing on the work experience of KWs. Professional groups included in the sample are presented in Table 2.

Participation requirements were: a) having at least six months of work experience; b) currently employed; c) being paid for the work done; d) having a job which requires a university degree.

Table 2 Professional groups

Professional groups	Portuguese	Brazilian	Total
Researchers	294 (21.7%)	412 (25.0%)	706 (23.5%)
Faculty (higher education)	338 (25.0%)	411 (24.9%)	749 (24.9%)
Physicians	300 (22.2%)	313 (19.0%)	613 (20.4%)
Lawyers	343 (25.4%)	268 (16.2%)	611 (20.3%)
Others (*)	78 (5.7%)	247 (14.9%)	325 (10.9%)
Missing values	0	0	0
Total sample (n)	1353	1651	3004

(*) E.g., agronomists; air traffic controllers; computer engineers; financial analysts; etc

Regarding gender, both samples were approximately balanced. The percentage of women was 58.0% in the Portuguese sample and 47.4% in the Brazilian sample. As for age, participants were divided into five categories, each spanning 15 years. Each sample's age distribution is presented in Table 3.

Considering the educational system structure in each country, level of schooling was organized into six categories. Given the goals of sample recruitment, the predominance of participants with non-Ph.D. or Ph.D. levels of postgraduate education was expected, as can be observed in Table 4.

Participants were recruited through professional associations, and through professionals' public email addresses on institutional websites by sending an invitation when professional associations were not found. Contact with associations and professionals was made personally, by email or phone. They were briefed about the study, and then the informed consent document and the survey were presented. Before responding to the questionnaire, all participants had to read and sign the consent form. As the survey was also available through a hyperlink, in most cases participants answered online (only 30 questionnaires were administered on paper, all in the Brazilian sample, of which ten were discarded due missing responses). The informed consent was the first document presented on the participant's computer screen, and (s)he needed to clicked on a combo box field to signal consent to participate and proceed to the survey. We assured participants in the consent form that all responses were confidential and anonymous, that the results would only be used for research purposes, and that participation was entirely voluntary and could be discontinued at any time if the participant so desired. We encouraged all participants to express any doubts or questions (personally, by email or by phone). Participation required around 20 min.

Instruments

Decent Work Questionnaire (DWQ)

The Decent Work Questionnaire (Ferraro et al. 2016c) was developed to measure decent work conditions from the perceptions of workers. This instrument has been proposed and validated for both Portuguese and Brazilian populations (Ferraro et al. 2016c). The DWQ provides both a global DW score and seven subscale scores: Fundamental Principles and Values at Work (e.g. 'I am free to think and express my opinions about my work'); Adequate Working Time and Workload (e.g. 'I consider adequate / appropriate the average number of hours that I work per day'); Fulfilling and Productive Work (e.g. 'I consider the

Table 3 Age distribution

Age (years)	Portuguese sample (<i>n</i> = 1353)	Brazilian sample (<i>n</i> = 1651)
21–35	453 (33.5%)	519 (31.4%)
36–50	586 (43.3%)	628 (38.0%)
51–65	291 (21.5%)	445 (27.0%)
66–80	19 (1.4%)	52 (3.1%)
≥ 81	4 (0.3%)	3 (0.2%)
Missing value	0 (0%)	4 (0.3%)

Table 4 Educational level distribution

Educational level	Portuguese Sample (<i>n</i> = 1353)	Brazilian Sample (<i>n</i> = 1651)
From 10 to 12 years of schooling	23 (1.7%)	18 (1.1%)
College degree / Bachelor or equivalent	74 (5.5%)	229 (13.9%)
Master degree and/or post-graduation or equivalent	662 (48.9%)	658 (39.8%)
PhD / MD / Eng.D	572 (42.3%)	692 (41.9%)
Post-Doctoral	22 (1.6%)	53 (3.2%)
Missing response	0	1 (0.1%)

work I do as dignifying’); Meaningful Retribution for the Exercise of Citizenship (e.g. ‘What I get through my work allows me to live with dignity and autonomy’); Social Protection [e.g. ‘I feel that I am protected if I become unemployed (social benefits, social programs, etc)’]; Opportunities (e.g. ‘Currently, I think there are work/job opportunities for a professional like me’); and Health and Safety [e.g. ‘In general, I have safe environmental conditions in my work (temperature, noise, humidity, etc.)’]; forming a total of 31 items. Response options are on a labeled 5-point Likert scale from 1 = “I do not agree” to 5 = “I completely agree”. The global score Cronbach alpha coefficient was .92 in the Portuguese sample, and .93 in the Brazilian sample. The Cronbach alpha for DW sub-scales can be checked in Table 6 (for the Portuguese sample) and Table 7 (for the Brazilian sample).

Multidimensional Work Motivation Scale (MWMS)

The Multidimensional Work Motivation Scale (MWMS; Gagné et al. 2015) is designed to measure different types of work motivation according to self-determination theory (Gagné and Deci 2005). It was adapted and validated for Portuguese and Brazilian populations by Dos Santos et al. (2017). With its 19 items, MWMS includes six sub-scales: Amotivation, Extrinsic Social regulation, Extrinsic Material regulation, Introjected regulation, Identified regulation and Intrinsic motivation. Each item is answered on a labeled 7-point Likert scale from 1 = ‘not at all’ to 7 = ‘completely’. Sample items can be found in Table 1. Each of the six subscales’ Cronbach alpha coefficient can be consulted in Table 6 (for the Portuguese sample) and Table 7 (for the Brazilian sample).

Psychological Capital Questionnaire (PCQ)

The Psychological Capital Questionnaire (PCQ; Luthans et al. 2007b, 2015) measures Psychological Capital, a variable encompassing Self-Efficacy, Hope, Optimism and Resilience. It yields a global score and four sub-scale scores: Self-Efficacy, Hope, Optimism and Resilience, and is composed of 24 items. Following the original authors’ recommendation (Luthans et al. 2015), we have used only the global scale score. Responses to this scale are given on a labeled 6-point Likert scale, from 1 = ‘strongly disagree’ to 6 = ‘strongly agree’. A sample item is ‘There are lots of ways around any problem’. We used the version validated for the Portuguese population by Rego et al. (2012). The Cronbach alpha coefficient for the global scale was .93 in both samples.

Results

Our results are presented in two main parts. In the first, we examined relationships between DW, Work motivation and PsyCap using structural equation modeling (SEM). In the second, we show zero-order correlations among DW, Work motivation and PsyCap. To enable the study of cross-cultural differences, we carried out all analyses for the Portuguese and Brazilian samples in parallel. SEM allows for the testing of causal relationship hypotheses among variables studied (Meyers et al. 2013, p. 974). After that, in search of additional effects, we examined zero-order correlations among variables.

Decent Work, Work Motivation and Psychological Capital

Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) was used to examine the relationships between DW, both as a global concept and in its seven factors, and the six types of Work motivation, with the mediation of PsyCap. We summarize the results in Fig. 1 (for the Portuguese sample) and 2 (for the Brazilian sample), and in Table 5 (for both samples). The results of bivariate correlations can be seen in Table 8 for the Portuguese sample and Table 9 for the Brazilian sample.

In this study, we employed SEM to explore underlying relations between DW Factors, levels of Work Motivation and PsyCap, and to test hypotheses H1 to H14. The maximum likelihood (ML) method of estimation (Kline 2011, p. 154; Meyers et al. 2013, p. 941-942) was run in IBM SPSS AMOS version 20 (Arbuckle 2013) to estimate path coefficients.

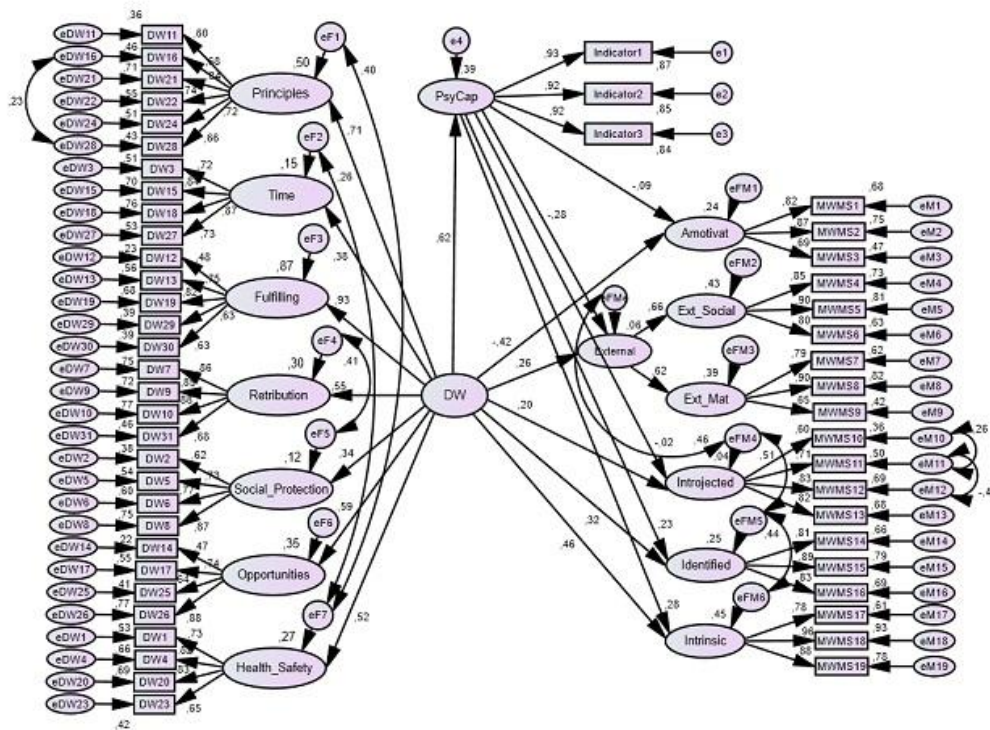


Fig. 1 Structural model 2 tested (values of Portuguese sample)

Table 5 Goodness of fit indices of structural models tested in the two samples

Sample	χ^2	df	χ^2/df	NFI	CFI	RMSEA	RMSEA 90% CI	SRMR
Portugal (model 1)	7091.41	1305	5.43	.84	.87	.057	.056-.059	.09
Portugal (model 2)	5610.67	1296	4.33	.87	.90	.050	.048-.051	.07
Brazil (model 1)	7827.99	1305	6.00	.86	.88	.055	.054-.056	.09
Brazil (model 2)	6035.82	1296	4.66	.89	.91	.047	.046-.048	.07

Model 1 = structural model tested without constraints; Model 2 = structural model tested respecified; χ^2 = Chi square test; df = degrees of freedom; χ^2/df = Chi square divided by degrees of freedom test; NFI = The Bender-Bonnet Normed Fit Index; CFI = Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation; CI = Confidence Interval; RMR (Root Mean Square Residual); SRMR = Standardized Root Mean Square Residual; $p \leq .000$

The structural model tested the direct and indirect (mediated) effects of DW (and its seven factors) as latent predictors of Work motivation and PsyCap in both samples. Therefore, we included in the model (a) effects of DW on the different types of Work motivation and (b) on PsyCap, and (c) effects of PsyCap on Work motivation. Paths representing effects designated as “a” above represent direct effects of DW on motivation, while effects designated as “b” and “c” would, when combined, represent mediation by PsyCap of DW effects on motivation.

Our first step was to analyze the goodness-of-fit indices of the model. The chi square values of both samples are statistically significant ($p \leq .000$) which indicates a lack of fit. However, for models with $N \geq 300$, it is expected that chi-square will almost always be statistically significant, because of the sensitivity of the chi-square test to large sample sizes (Kline 2011). Therefore, with our large sample size, that is not surprising (Meyers et al. 2013), and we needed to employ alternative fit measures to evaluate the proposed model. To consider the level of parsimony in the model, we took into account the PGFI (Parsimony Goodness of Fit Index), PNFI (Parsimony Normed Fit Index) and AIC (Akaike Information Criterion). In the Portuguese sample, before adjustment, PGFI (model 1) = .75, PNFI (model 1) = .80 and AIC (model 1, default model) = 7343.41; after the adjustment, PGFI (model 2) = .77, PNFI (model 2) = .82 and AIC (model 2, default model) = 5880.67. In the Brazilian sample, before adjustment, PGFI (model 1) = .76, PNFI (model 1) = .81 and AIC (model 1, default model) = 8079.99; after adjustment (model 2), PGFI = .79, PNFI = .84 and AIC (default model) = 6305.82. These indices indicate that we have a good or very good adjustment considering parsimony (Maroco 2014; Mulaik et al. 1989; Tabachnick and Fidell 2014). Additionally, the model was evaluated using several fit indices: the Bender-Bonnet Normed Fit Index (NFI), the Comparative Fit Index (CFI), the Root Mean Square Error of Approximation (RMSEA), and the Standardized Root Mean Square Residual (SRMR). In general, values close to .95 for the CFI and NFI indicate an excellent fit (Hu and Bentler 1999; Kline 2011; Maroco 2014; Meyers et al. 2013), whereas values of .90 or greater reflect a reasonable fit (Hair et al. 2010; Mueller and Hancock 2010; Lomax 2010). However, especially considering the susceptibility of indices to large sample sizes (Meyers et al. 2013), it is pointed out that for $N \geq 1000$ and a number of observed variables ≥ 30 , values of .90 or above indicate an excellent fit (Hair et al. 2010). For the RMSEA and SRMR, values equal to or less than .08

represent acceptable values (Meyers et al. 2013). Once more, following Hair et al. (2010), for $N \geq 1000$ and a number of observed variables ≥ 30 , SRMRs with values of .08 or less (with CFI above .92) and RMSEAs with values $< .07$ with CFI of .90 or higher are thought to indicate excellent fit. As is well known, there are no absolute rules or standards to determine a bad and good fit model (Hair et al. 2010). Adequacy of fit has to be judged considering the statistical standards, psychometric reflections and internal coherence with the theoretical framework and practical implications. Goodness of fit indices before (Model 1) and after model amendments suggested by the results (Model 2) can be seen in Table 5.

Due to the need to adjust the original model to achieve a better fit, we used modification indices as suggestions to improve this. Theoretical plausibility was used to judge whether the proposed modifications should be adopted (Meyers et al. 2013). We did not delete any paths. We chose to add paths between residuals (allowing for covariances) mainly within the same construct, following the criteria of adding covariate paths only between residuals within the same subscale. This makes theoretical sense mostly in the MWMS. Apart from that, most covariances occur between types of motivation that are adjacent in the continuum postulated by self-determination theory: External, Introjected, Identified and Intrinsic motivations.

Among covariance of residuals of DW Factors, the residual of *Meaningful Retribution for the exercise of citizenship* is related to the unexplained part of *Social Protection* and this makes sense if we consider that some participants in our sample could see the social protection given to them as a kind of retribution. The residual of *Fundamental Principles and Values at Work (FPVW)* is related to the residual of *Health and safety*, which makes sense in that some aspects of FPVW are concerned with *Health and safety*. The feeling of being safe and working in a healthy workplace could be perceived as a question of fairness and equity at work, issues of FPVW. The residual of *Adequate Working Time and Workload* is related to that of *Health and safety*, suggesting that the perception of adequate time management (in quantity and pace) and the balance between working time, time for family and personal life is also a question of *Health and safety*.

As can be seen in Table 5, the Root Mean Square Error of Approximation (RMSEA) indicated a good fit with, .050 and a 90% confidence interval of .048 to .051 for the Portuguese sample, and .047 with a 90% confidence interval of .046 to .048 for the Brazilian sample. The Standardized Root Mean Residual (SRMR) was also excellent (.07 for both samples). The Comparative Fit Index (CFI) also suggested an excellent fit with .90 for the Portuguese sample and .91 for the Brazilian sample. The Normed Fit Index (NFI) for the Portuguese sample is .87 and .89 for the Brazilian sample, indicating a reasonable fit for both samples. It is important to consider that the NFI is an index associated with the chi-square and therefore also sensitive to very large samples (as in our case; Hair et al. 2010). Overall, despite the results of the NFI, the model could be judged to show an excellent fit with the data.

To assess the accuracy of prediction obtained with the structured model, we examined the R^2 values (i.e., the proportion of variance explained). Table 6 (for the Portuguese sample) and 7 (for the Brazilian sample) show the estimates of direct and indirect effects of *Global DW* on *Work Motivation* with the mediation of *PsyCap*. The significance of the indirect effect was tested employing the bootstrap method, with 200 of samples and 95% bias-corrected confidence intervals (Kline 2011).

Table 6 Summary of effects in the hypothesized model (Portuguese sample)

Outcome variable	Predictor	Standardized Direct Effects	Standardized Indirect (mediated) Effects	Standardized Total Effects	Bootstrap 95% CI	
					Lower bound	Upper bound
PsyCap (R ² = .39)	Global DW	.63***	---	.63	---	---
Amotivation (R ² = .24)	Global DW	-.42***	-.06	-.48	-.13	.01
External Regulation (R ² = .06)	Global DW	.26***	-.18*	.08	-.28	-.11
	PsyCap	-.28***	---	---	---	---
Introjected Motivation (R ² = .04)	Global DW	.20***	-.01	.19	-.08	.06
	PsyCap	-.02	---	---	---	---
Identified Motivation (R ² = .25)	Global DW	.32***	.14*	.47	.08	.21
	PsyCap	.23***	---	---	---	---
Intrinsic Motivation (R ² = .45)	Global DW	.46***	.18*	.63	.13	.24
	PsyCap	.28***	---	---	---	---

* $p < .05$; ** $p < .01$; *** $p < .001$.

CI Confidence Interval

Path coefficients are presented in Fig. 1 for the Portuguese sample and Fig. 2 for the Brazilian sample. Tables 6 and 7 summarize them and display direct and indirect effects

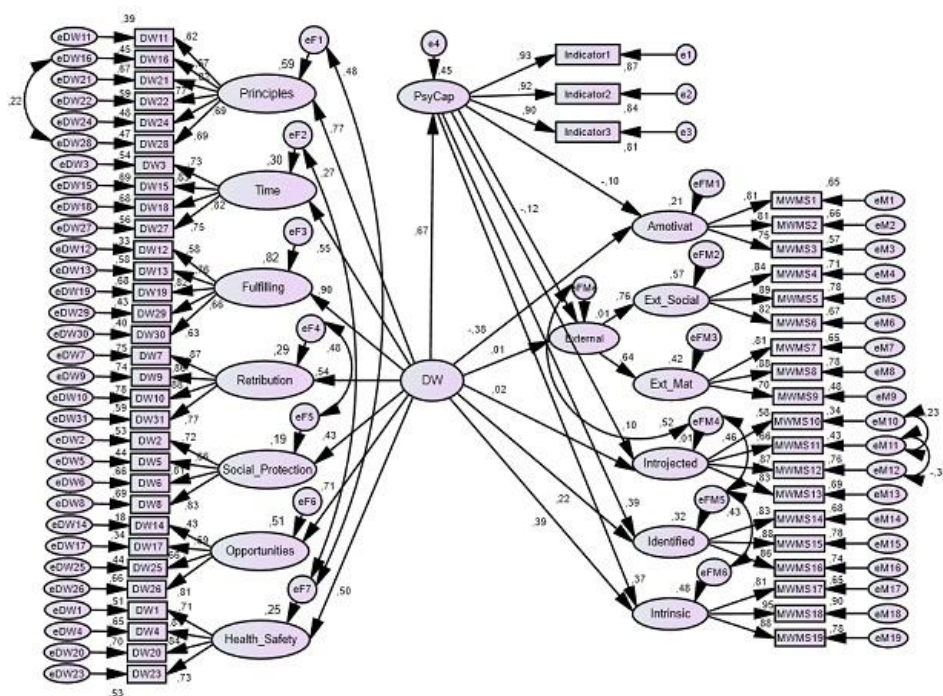


Fig. 2 Structural model 2 tested (values of Brazilian sample)

Table 7 Summary of Effects in the Hypothesized Model (Brazilian sample)

Outcome variable	Predictor	Standardized Direct Effects	Standardized Indirect (mediated) Effects	Standardized Total Effects	Bootstrap 95% CI	
					Lower bound	Upper bound
PsyCap ($R^2 = .45$)	Global DW	.67***	---	.67	---	---
Amotivation ($R^2 = .21$)	Global DW	-.38***	-.07	-.45	-.13	.01
	PsyCap	-.10**	---	---	---	---
External Regulation ($R^2 = .01$)	Global DW	.01	-.08*	-.07	-.16	-.01
	PsyCap	-.12*	---	---	---	---
Introjected Motivation ($R^2 = .01$)	Global DW	.02	.07	.09	.00	.12
	PsyCap	.10*	---	---	---	---
Identified Motivation ($R^2 = .32$)	Global DW	.22***	.26*	.49	.21	.33
	PsyCap	.39***	---	---	---	---
Intrinsic Motivation ($R^2 = .48$)	Global DW	.39***	.25*	.64	.20	.30
	PsyCap	.37***	---	---	---	---

* $p < .05$; ** $p < .01$; *** $p < .001$.

CI Confidence Interval

estimates. For the Portuguese sample, the model accounts for 45% of the variance of Intrinsic Motivation of workers and, for the Brazilian sample, for 48%. Most of this was due to the direct effect of PsyCap and to the sum of direct and indirect effects of Global DW (H1 and H14 partially supported). The model also explains 25% of the variance of Identified Motivation and 24% of Amotivation for the Portuguese sample, and 32% of the variance of Identified Motivation and 21% of Amotivation for the Brazilian sample. Amotivation was directly predicted by lack of Global DW (supporting H1) and lack of PsyCap, but PsyCap did not mediate the relationship between Global DW and amotivation (H14 is therefore only partially supported). Intrinsic and Identified Motivations were also directly predicted by Global DW (H1 supported) but the indirect effect through PsyCap was significant as well. We therefore found partial mediation between Global DW and these more autonomous Work motivations, through PsyCap. For the Portuguese sample, our model also explains 6% of External regulation (a latent variable that groups Extrinsic social and material motivations as recommended in Gagné et al. 2015 and Dos Santos et al. 2017) and 4% of Introjected Motivation; for the Brazilian sample, the model explains 1% of External regulation and 1% of Introjected Motivation (these low figures are in agreement with H2). For the Portuguese sample, the direct and indirect effects of Global DW on External regulation were significant, that is, PsyCap partially mediated the relationship between Global DW and External regulation. For the Brazilian sample, the direct effect of Global DW on External regulation was quite small and not significant; the direct effect of PsyCap was small but significant and in the relationship between Global DW and External regulation, PsyCap shows a full mediation effect. Considering Introjected Motivation, for the Portuguese sample, only a direct effect of Global DW was found.

PsyCap did not mediate the relationship and did not have a significant relationship with Introjected Motivation. For the Brazilian sample, the direct effect of Global DW on Introjected motivation was quite small and not significant; the direct effect of PsyCap was small but significant and in the relationship between Global DW and Introjected motivation PsyCap did not mediate it significantly. H3 to H6, relating specific DW factors and Work motivation, were unsupported, because despite the strong relationship between Global DW and its dimensions, none of them stood out in direct effects on Work motivations or in indirect effects through PsyCap (unsupporting also H8 to H13). Global DW was positively related to PsyCap (supporting H7), which in turn influenced positively the more autonomous types of Work motivation (identified and intrinsic motivation; partially supporting H14). Although both Global DW and PsyCap were negatively and significantly related to amotivation, when putting them together to test the mediation effect of PsyCap, this was not significant.

These results indicate that some of the relationships between Global DW and Work motivation are mediated by PsyCap. Global DW appears to promote more autonomous Work Motivations through the mediation of PsyCap, but it does not reduce amotivation. Global DW prevents amotivation but directly, without PsyCap mediation (seen in direct effects of Global DW). Additionally, for the Portuguese sample, PsyCap partially mediated the relationship between Global DW and External regulation, while for the Brazilian sample full mediation was found. PsyCap did not mediate the relationship between Global DW and Introjected motivation.

Zero-Order Correlations

Tables 8 and 9 present the means, standard deviations and Cronbach alphas of all the DW (Global and factors), Work Motivation and PsyCap scales, as well as the Pearson's correlations among all of them (in both samples).

For the Brazilian sample, the correlations between *Global DW* and the six levels of *Work Motivation* and *PsyCap* show that most of them are statistically significant, but only those with Intrinsic and Identified Motivation (positive) and Amotivation (negative) are minimally relevant (greater than .20). In other aspects, the analysis of individual correlations leads to the same conclusions as the SEM presented above.

Discussion and Conclusions

Findings and Implications

The structural model tested the direct and indirect (mediated) effects of Global DW (and its seven factors) and PsyCap on types of Work Motivation. It has shown that DW has a relevant role as a predictor of different types of Work Motivation through PsyCap mediation, for both samples.

According to Avey (2014), there is a lack of studies on the antecedents of PsyCap. Research on how to create or develop PsyCap can benefit organizations and employees, by bringing important insights to leadership practices, management and human resource policies and practices, and organizational management overall (Avey 2014, p.

Table 8. Descriptive statistics and bivariate correlations (Portuguese sample)

Measure	M	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Global DW (1)	98.11	17.30	.92	1.00															
Fundamental Principles and Values at Work (2)	20.50	4.53	.86	.78**	1.00														
Adequate Working Time and Workload (3)	11.32	3.45	.87	.60**	.41**	1.00													
Fulfilling and Productive Work (4)	20.11	3.27	.80	.65**	.48**	.23**	1.00												
Meaningful retribution for the exercise of citizenship (5)	12.21	3.63	.89	.73**	.45**	.39**	.38**	1.00											
Social Protection (6)	9.24	3.62	.83	.57**	.21**	.18**	.30**	.45**	1.00										
Opportunities (7)	11.45	3.62	.77	.65**	.47**	.21**	.37**	.38**	.26**	1.00									
Health and Safety (8)	13.29	3.54	.84	.71**	.54**	.41**	.34**	.40**	.32**	.33**	1.00								
Amotivation (9)	4.18	2.50	.83	-.28**	-.23**	-.04	-.41**	-.18**	-.14**	-.19**	-.16**	1.00							
External regulation (10)	17.75	7.63	.82	.05*	.05*	.01	.01	.06*	-.09**	.09**	.09**	.10**	1.00						
Extrinsic – Material (11)	9.86	4.80	.82	.06*	.08**	.02	.03	.05*	-.17**	.14**	.13**	.02	.84**	1.00					
Extrinsic – Social (12)	7.89	4.44	.89	.01	-.01	-.01	-.02	.05*	.04	-.01	.02	.16**	.81**	.36**	1.00				
Introjected (13)	18.88	5.89	.83	.07**	.06*	.02	.18**	.03	-.01	.06*	.02	-.08**	.39**	.33**	.32**	1.00			
Identified (14)	17.82	3.45	.89	.21**	.19**	.03	.43**	.07**	.05*	.17**	.07**	-.31**	.07**	.09**	.02	.54**	1.00		
Intrinsic Motivation (15)	15.89	3.82	.90	.35**	.28**	.16**	.56**	.18**	.09**	.21**	.17**	-.36**	-.03	.05*	-.10**	.25**	.61**	1.00	
PsyCap (16)	110.42	15.10	.93	.46**	.37**	.18**	.52**	.23**	.21**	.42**	.25**	-.32**	-.10**	-.03	-.14**	.09**	.38**	.54**	1.00

Notes: Significant correlations are in bold

** Correlation is significant at the 0.01 level (1 tailed).

* Correlation is significant at the 0.05 level (1 tailed).

Table 9. Descriptive statistics and bivariate correlations (Brazilian sample)

Measure	M	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Global DW (1)	103.32	19.21	.93	1.00															
Fundamental Principles and Values at Work (2)	20.28	4.84	.86	.80**	1.00														
Adequate Working Time and Workload (3)	12.38	3.73	.86	.70**	.48**	1.00													
Fulfilling and Productive Work (4)	20.31	3.65	.82	.67**	.54**	.35**	1.00												
Meaningful retribution for the exercise of citizenship (5)	13.22	4.09	.91	.73**	.42**	.41**	.35**	1.00											
Social Protection (6)	10.07	4.09	.84	.65**	.35**	.42**	.30**	.52**	1.00										
Opportunities (7)	13.95	3.34	.72	.62**	.48**	.29**	.45**	.37**	.20**	1.00									
Health and Safety (8)	13.11	3.69	.86	.70**	.56**	.46**	.30**	.45**	.33**	.32**	1.00								
Amotivation (9)	4.31	2.85	.83	-.27**	-.23**	-.13**	-.41**	-.18**	-.09**	-.18**	-.12**	1.00							
External regulation (10)	17.51	8.27	.84	-.04*	.00	-.10**	-.07**	-.06*	-.14**	.07**	.11**	.20**	1.00						
Extrinsic – Material (11)	9.37	4.97	.83	-.03	.03	-.10**	-.05*	-.05*	-.21**	.12**	.14**	.12**	.85**	1.00					
Extrinsic – Social (12)	8.15	4.79	.89	-.04*	-.03	-.08**	-.07**	-.04*	-.03	.01	.05*	.23**	.84**	.44**	1.00				
Introjected (13)	17.96	6.34	.82	.03	.01	-.02	.12**	-.01	-.01	.07**	.02	-.01	.43**	.35**	.37**	1.00			
Identified (14)	17.49	3.87	.90	.28**	.21**	.17**	.47**	.14**	.12**	.20**	.06**	-.31**	-.01	.01	-.03	.48**	1.00		
Intrinsic Motivation (15)	15.43	4.33	.91	.41**	.33**	.26**	.59**	.22**	.18**	.29**	.14**	-.32**	-.08**	-.04*	-.10**	.24**	.64**	1.00	
PsyCap (16)	111.74	15.65	.93	.51**	.44**	.28**	.55**	.33**	.22**	.46**	.24**	-.32**	-.09**	-.06**	-.10**	.12**	.48**	.59**	1.00

Notes: Significant correlations are in bold

** Correlation is significant at the 0.01 level (1 tailed).

* Correlation is significant at the 0.05 level (1 tailed).

141). In a previous study, Ferraro et al. (2016b) found that Global DW was strongly associated with more autonomous types of motivation and lower incidence of amotivation. The relationship between Global DW and the different types of extrinsic motivation did not show a strong effect. In their study, Global DW presented an even stronger relationship with PsyCap (hope, optimism, resilience and self-efficacy) suggesting that it would be important to examine how DW contexts promote Work motivation and PsyCap. The present study supports these findings and suggests the great potential of the DW concept. From a WOPP perspective, the attention given to developing, maintaining and promoting DW conditions can be a valuable contribution to Work motivation and resilience (among other positive states) of workers, potentially improving employee well-being and productivity.

Ferraro et al. (2016b) raised questions concerning the pattern of relationships among DW, types of Work Motivation and PsyCap. The current study helped to clarify this pattern, by highlighting the mediation of PsyCap in the promotion of more autonomous types of motivation from DW contexts. The recent nature of research on this topic from a Work, Organizational and Personnel Psychological (WOPP) perspective makes it harder to assess the implications of our results by seeing them in the context of a wide range of previous studies. However, considering our samples (predominantly knowledge workers), the empirical findings indicate that the presence of knowledge workers' PsyCap contributes to more intrinsically motivated employees in decent work contexts. These findings are useful in designing work practices and defining human resource management policies.

The participants in our study were knowledge workers (KWs). Lord and Farrington (2006) claim that the essence of KWs' motivation is the intrinsic motivation associated with how they "enjoy and take pride in the job they do" (p. 25). Ferraro et al. (2016b) previously found that the intense relationship between *fulfilling and productive work* and *intrinsic work motivation* seemed to represent these characteristics in these workers' practice. In the same study, Ferraro et al. (2016b) argued that FPW was a relevant DW factor in developing PsyCap. According to Mládková et al. (2015, p. 775), there is a lack of research about knowledge workers' motivation. Our study makes a contribution in that regard, but it is important to consider that the characteristics of KWs may be the source of the observed effect, but it can also be a common desire of any worker. From KWs' perspective, special attention should be given to their differentiated characteristics in order to better manage them. In future studies, special attention ought to be given to the clarification of these possibilities.

The present study indicates that decent work characteristics are highly motivating. One major implication of this is that the inclusion of DW as a priority for the business agenda can improve employees' well-being and performance.

Limitations and Recommendations for Future Research

The use of Structural Equation Modeling allowed examination of a complex theoretical model, as hypothesized in our study. Considering our sample composed of KWs (already described), future research with other professional groups would produce very relevant information. Besides, although our study was conducted in two different

countries, potentially interesting developments may arise from research involving further cultural diversity, with data collection in other countries and cultures. As suggested by Ferraro et al. (2015), DW has some universal characteristics that can be applied in the same way cross-culturally and others that are culturally specific and have different expressions from one culture to another. Additionally, qualitative research would allow a deeper understanding of the variables and relationships in the study.

Finally, despite the use of Structural Equation Modeling, which helped us to deal with a complex model, the cross-sectional design used restricts causal inferences. A longitudinal design with several data collection points could provide better understanding of causal mechanisms and variations of DW, Work motivation and PsyCap through time. Relevant information about the impact of life-cycle changes on the decent work dimensions throughout life could also be obtained (as suggested by Bescond et al. 2003; ILO 2008).

Conclusion

From a WOPP perspective, research on DW is only beginning and can offer relevant contributions to the betterment of workers' lives in the work environments, and to organizational effectiveness. Our research provides empirical evidence that the promotion of intrinsic and identified motivation (mediated by PsyCap) and the prevention of amotivation (as a direct effect of DW) can be achieved from investments in creation and maintenance of DW. These results are important content and strategic information for human resource management policies and practices. We hope that in the near future, the application of a measure of DW, gathering data about work contexts with high levels of DW and/or DW deficit, its analysis as a diagnostic tool and the proposition of interventions to promote DW could be important contributions to QWL and quality of life in general. These measures can be applied in organizational settings for organizational leaders and managers interested in promoting Work motivation and employee well-being. Likewise, national governments and non-governmental organizations can also apply the DWQ which enables them to give a voice to workers in several aspects expressed in the DWQ dimensions.

The ILO's DW framework was created to highlight human rights at work and help to design jobs which meet a good standard of Quality of Work life. Our study reinforces the importance of a permanent social dialogue among multiple stakeholders and/or social agents (Ferraro et al. 2016a). We all suffer the consequences of the DW deficit and all of us are potentially a DW trigger or promoter in our immediate context of action.

The aim of the present study was a better understanding of DW's role as a predictor of Work motivation, with the mediation of PsyCap, among knowledge workers from Portugal and Brazil. The role of PsyCap as a mediator was demonstrated, with this variable playing a partial or complete mediator role in the relationship between Global DW and types of Work motivation. The role of DW as a predictor was also relevant. The understanding of these complex mechanisms suggests that human resource managers investing in the

development of PsyCap and DW contexts would be rewarded by having more intrinsically motivated workers. Work, Organizational and Personnel Professionals and Human Resource Managers should undertake interventions and practices in their work settings to promote DW.

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Compliance with Ethical Standards

Conflict of Interest There is no conflict of interest.

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CAPÍTULO 8

Conclusão final

A investigação que conduzimos possibilitou o desenvolvimento de conhecimento, com implicações teóricas e práticas, sobre a realidade profissional vivenciada por trabalhadores com qualificação superior, a exercer a sua actividade profissional em Portugal e no Brasil. Estudaram-se as relações entre o Trabalho Digno (TD), a Motivação para o trabalho e o Capital Psicológico de trabalhadores do conhecimento, recorrendo a diferentes técnicas estatísticas. A diversidade das técnicas utilizadas permitiu tanto um olhar detalhado sobre as interações entre as variáveis estudadas (como no caso das correlações canónicas), quanto uma visão de conjunto mais dinâmica e abrangente (como na utilização do modelo de equações estruturais). Na evolução da utilização de uma técnica para outra, concretizamos o que diz Guarino (2004) quando refere que a primeira pode utilizar-se em contextos mais exploratórios de relações entre variáveis, e a segunda quando estamos já em condições de testar, confirmatoriamente, as relações previamente exploradas. Neste espaço dedicado à conclusão desta dissertação apresentamos de seguida os principais resultados emergentes dos estudos realizados, resultados esses que discutimos depois de um modo integrado. Terminamos esta conclusão com a indicação das limitações inerentes a este trabalho, assim como das implicações e perspectivas de desenvolvimento futuro.

Principais resultados

Os dois primeiros artigos conceptuais permitiram conhecer e compreender o contexto em que é proposto o conceito de TD, a partir do qual ocorre o seu desenvolvimento. Por seu intermédio fica também justificada a relevância do seu estudo na perspectiva da POTRH. Mais concretamente, a partir da retrospectiva histórica, realizada no primeiro artigo (correspondendo ao capítulo 2), compreendeu-se a constituição e caracterização da *Decent Work Agenda*, com onze temas relevantes para o estudo do TD. No segundo artigo (correspondente ao capítulo 3), estes onze elementos substantivos foram analisados e destacadas as quatro características desafiadoras do TD que também podem ser vistas como oportunidades para a sua melhor e mais completa compreensão.

O resultado a destacar do terceiro artigo (correspondente ao capítulo 4) é a validação do DWQ com 31 itens, com um *score* global (denominado TD Global) e sete subescalas relativas aos sete fatores identificados. Considerando que grande parte do desenvolvimento

do TD está associado à governança internacional, mas que é no quotidiano dos trabalhadores que este se concretiza, a proposição de uma medida de TD focada no nível individual contribui para indicar os caminhos a trilhar no sentido do TD pleno para todos os trabalhadores nos seus diversos contextos profissionais.

No capítulo 5, relativo ao estudo das relações entre o TD, a Motivação para o trabalho e o PsyCap utilizando correlações canónicas, os primeiros testes mostraram que o PsyCap apresentava um efeito demasiado elevado, que levou a retirá-lo do *set* de variáveis dependentes na análise das correlações canónicas. Assim sendo, analisamos a sua relação com o TD utilizando como recurso a regressão linear simples. Nas relações entre TD e Motivação para o trabalho destacamos as duas funções canónicas significativas nas duas amostras (Portugal e Brasil).

No capítulo 6 foram estudadas as relações entre TD, Motivação para o Trabalho, Engajamento no trabalho e *Burnout*. Utilizou-se uma amostra de TC constituída exclusivamente por médicos. Foram encontradas, para a amostra portuguesa, três funções canónicas e para a amostra brasileira duas funções canónicas.

No capítulo 7, foram avaliadas as relações entre TD e a Motivação para o Trabalho numa amostra de TC exclusivamente composta por advogados de Portugal e do Brasil. Foram encontradas duas funções canónicas em ambas as amostras.

No capítulo 8 avaliou-se o papel preditor do TD na interação com os diferentes tipos de Motivação para o trabalho, considerando o papel mediador do PsyCap. Foram encontradas mediações parciais e totais, assim como interações nas quais o PsyCap não teve qualquer função mediadora. Quanto aos resultados deste estudo, queremos dar particular destaque a três aspetos. Em primeiro lugar, a relação entre o TD com a amotivação que não foi mediada pelo PsyCap. Inicialmente, este resultado pode surpreender. Contudo, considerando a intensidade da relação do TD com a amotivação, tendemos a concluir que o TD é mais importante que o PsyCap na prevenção da amotivação. Considerados os itens da escala MWMS e seu conteúdo, a forma como a amotivação é investigada utilizando este instrumento é orientada para o trabalho e menos para os estados ou características dos trabalhadores. Para responder a estes itens, os trabalhadores refletem sobre características do trabalho que realizam e provavelmente estes estão menos dependentes das suas disposições pessoais. Uma outra interpretação pode caminhar no sentido de se considerar que talvez os profissionais que estejam amotivados não consigam mobilizar recursos internos para lidar com a situação profissional na qual se encontram. A amotivação pode estar de tal forma associada a um estado de desesperança, baixo otimismo, pouca autoconfiança e baixa

resiliência que este profissional não consegue mobilizar em si os recursos internos indispensáveis para ultrapassar um contexto de trabalho difícil. Para estes trabalhadores parece que a amotivação depende menos das características pessoais (no modelo proposto, elas estão relacionadas com o PsyCap) e mais associada a um contexto de trabalho com défice de DW. Apesar de não termos utilizado o conceito do *locus* de controlo, o efeito observado sugere-nos que os trabalhadores amotivados tenderiam a possuir um *locus* de controle externo, associado a uma ausência de auto-determinação e delegando o controlo do seu comportamento num conjunto de fatores aparentemente alheio à sua vontade.

Um segundo aspeto, que ocorreu nas duas amostras, relaciona-se com a ausência de mediação do PsyCap, na interação entre TD e a motivação introjetada. Entretanto, o próprio comportamento do TD em interação com as motivações introjetadas foi diferente nas duas amostras (como descrito anteriormente). Para os portugueses, o efeito observado sobre a motivação introjetada é exclusivamente relacionado com o TD. Na amostra brasileira, o efeito sobre a motivação introjetada deve-se ao PsyCap. Além destas diferenças, as relações tanto do TD Global (na amostra portuguesa), quanto do PsyCap (na amostra brasileira) com a motivação introjetada são fracas. As fracas interações observadas entre o TD Global e a motivação introjetada podem dever-se ao conteúdo mais positivo dos itens do DWQ. A motivação introjetada relaciona-se com pressões que, tendo origem exterior, se internalizam levando o trabalhador a realizar a sua atividade profissional. Alguns exemplos destas pressões são a culpa, a vergonha ou outros aspetos relacionados com a auto-imagem profissional. Em contrapartida, o DWQ é uma escala de concordância com afirmações positivas sobre o trabalho. Trabalhadores com motivações introjetadas podem ter dificuldade em avaliar o próprio trabalho através de um questionário com uma abordagem positiva. É possível que as relações fracas observadas entre a motivação introjetada e o TD estejam relacionadas com questões desta natureza. O mesmo tipo de questões pode estar na origem das relações fracas encontradas entre o PsyCap e a motivação introjetada.

Um terceiro aspeto refere-se à regulação externa, uma variável latente introduzida no modelo estrutural com o papel de agrupar a motivação extrínseca material e social. Este procedimento é decorrente dos estudos prévios de validação da MWMS (Gagné et al, 2015; dos Santos, Mónico, Pais, Gagné, Forest, Cabral, & Ferraro, *submission*) que já tinham utilizado este recurso. A regulação externa também apresentou um comportamento diferente em cada uma das amostras. Na amostra portuguesa observou-se uma mediação parcial, o TD apresenta um efeito direto positivo e moderado como preditor da regulação externa e o PsyCap um efeito direto negativo e moderado. Este resultado é interpretável se

considerarmos que para alguns trabalhadores o TD pode realmente ser associado à motivação extrínseca material e social, daí o seu efeito direto positivo. Se considerarmos a crise económica que Portugal atravessava à época da recolha dos dados analisados, com inúmeras medidas de austeridade a atingir principalmente os ganhos e recompensas externas dos trabalhadores, faz sentido que estes associem essas recompensas a um TD. Enquanto o desenvolvimento do PsyCap, por mobilizar estados internos que refletem características mais positivas dos trabalhadores pode ter uma relação inversa com a regulação externa. Pode dizer-se que os trabalhadores com elevado PsyCap seriam menos movidos por regulação externa. Na amostra brasileira, o efeito observado sobre a regulação externa deve-se à presença do PsyCap. O efeito direto do TD não é significativo e é fraquíssimo, assim como a própria variância explicada pelo modelo é de apenas 1% nesta interação. Tal como na relação do TD com a motivação introjetada (anteriormente discutida), novamente o TD só apresenta um efeito indireto sobre a regulação externa com a presença do PsyCap.

Refletindo sobre o *continuum* da auto-determinação, a regulação externa (agregando a motivação extrínseca material e social) e a motivação introjetada formam uma parte deste *continuum* reservada às motivações extrínsecas. Avaliando comparativamente o que ocorreu ao nível das motivações extrínsecas nas duas amostras, o TD evidenciou um efeito direto mais forte sobre estas motivações na amostra portuguesa do que na brasileira. Já o PsyCap evidenciou um papel mais relevante como mediador na amostra brasileira do que na portuguesa. Entre as interpretações possíveis, pode sugerir-se que este conjunto de observações indicia uma interferência cultural. Provavelmente, algumas características diferenciadas das culturas portuguesa e brasileira conduzam a uma relevância distinta do TD para a amostra portuguesa e do PsyCap para a amostra brasileira no que se refere às motivações extrínsecas. Sendo esta situação observada, principalmente, nos resultados referentes à motivação introjetada e à regulação externa (reunidas na parte do *continuum* da auto-determinação das motivações extrínsecas), parece sair reforçada a nossa interpretação remetendo para a interferência cultural (daí externa ou extrínseca) no efeito observado.

Encerramos esta subsecção com um comentário sobre as dimensões do Trabalho Digno. Considerando as relações dos fatores do TD com as variáveis estudadas, nas duas amostras, aqueles que tendencialmente se destacaram foram:

- a) Com as Motivações para o trabalho, o Engamento no trabalho e o *Burnout*: o ‘trabalho realizante e produtivo’, os ‘princípios e valores fundamentais no trabalho’, seguidos de perto pelo fator ‘oportunidades’;

- b) Exclusivamente com o PsyCap: o ‘trabalho realizante e produtivo’, as ‘oportunidades’, os ‘princípios e valores fundamentais no trabalho’ e a ‘retribuição significativa para o exercício da cidadania’;
- c) Exclusivamente com a Motivação para o Trabalho: o ‘trabalho realizante e produtivo’, os ‘princípios e valores fundamentais no trabalho’, a ‘proteção social’.

Os sete factores remetem para importantes características do TD e traduzem a sua multidimensionalidade. Este conjunto de estudos empíricos sugere que entre estes sete factores identificados, o ‘trabalho realizante e produtivo’ e os ‘princípios e valores fundamentais no trabalho’ são os aspetos mais presentes/recorrentes e com relações mais fortes de entre as estudadas. Estas são, contudo, sempre seguidas de, pelo menos um terceiro e, por vezes, um quarto fator.

Limitações, implicações e perspetivas para o futuro

Cada estudo empírico dos realizados permite retirar ensinamentos relevantes para a academia e para a intervenção em POTRH, apresentando, no entanto, limitações que importa registar. Apesar de estas questões terem sido apresentadas em cada um dos capítulos que integram esta dissertação, consideramos relevante listar aqui algumas implicações e limitações associáveis a todo o trabalho realizado. Terminaremos esta secção com a indicação de perspetivas de desenvolvimento da investigação sobre TD.

Os estudos empíricos realizados, de natureza preponderantemente quantitativa e transversal, com uma recolha de dados essencialmente realizada através da aplicação de questionários auto-administrados, comportam limitações que não podemos deixar de assinalar. Além de inviabilizarem inferências de causalidade, retratam apenas um momento na realidade profissional dos trabalhadores consultados. A utilização acrescida de métodos qualitativos que permitam um conhecimento mais aprofundado do seu contexto profissional e a realização de estudos longitudinais que acompanhem as flutuações do Trabalho Digno, da Motivação para o trabalho e do Capital Psicológico ao longo da sua carreira e do seu ciclo de vida poderão enriquecer imensamente esta linha de investigação.

A composição da amostra é outro aspeto a considerar, já que se centra, sobretudo, em trabalhadores do conhecimento. Apesar de poder ser percebida como uma limitação, esta constituição foi uma escolha intencional, pois permitiu diferenciar o nosso estudo de outros realizados pela ILO, maioritariamente centrados no trabalho indiferenciado. A realização de

futuros estudos que integrem uma maior diversidade profissional poderão contribuir para a validação dos resultados do nosso estudo e da medida de TD desenvolvida.

Ainda considerando a composição da amostra, a recolha de dados em dois países podendo igualmente entender-se como uma limitação (apenas dois países e um único idioma) configurou ainda assim um ponto positivo da investigação desenvolvida, pois permitiu enriquecer o trabalho com a consideração dos resultados obtidos em dois países diferentes e que partilham um mesmo léxico. Entretanto, na perspetiva de estudos futuros, investigações realizadas noutros países e com outros idiomas permitirão ampliar a validade da medida.

A análise realizada em grupos profissionais específicos, os médicos (capítulo 6) e os advogados (capítulo 7), permite-nos perspetivar a realização futura de estudos sobre TD noutros grupos profissionais e de lhes associar instrumentos que avaliem a cultura profissional. A decisão de não estudar o TD em associação a qualquer tipo de organização, permite-nos agora sugerir a realização de estudos que a considerem, viabilizando o estudo de questões relacionadas com as culturas profissionais, a cultura organizacional e mesmo de fatores das culturas nacionais que possam interferir no TD. A realização destes estudos seria ainda facilitada pelo desenvolvimento e validação de outro(s) instrumento(s) dedicado(s) à investigação do TD na perspetiva dos empregadores/das organizações. Esta sugestão de estudos futuros não pode deixar de considerar que algumas das dimensões do TD não se circunscrevem à relação de trabalho no quadro de uma organização específica. Pelo contrário, não queremos deixar de sublinhar, como foi referido em Ferraro, Pais, e dos Santos (2015) que o TD é da responsabilidade de diversos agentes sociais que vão desde o indivíduo até aos organismos de regulação mundial.

Como mencionado no capítulo 4, no desenvolvimento do DWQ foi possível identificar um oitavo fator denominado ‘subemprego’ que não integra a versão final do questionário. Parece-nos, contudo, que este é um tema que merece ser mais estudado e que pode trazer desenvolvimentos relevantes para uma melhor compreensão do TD.

O especial interesse que alguns aposentados apresentaram em responder aos questionários e participar da investigação permite sugerir a realização de estudos sobre TD com a participação destes profissionais. A título exemplificativo, uma amostra que integre os aposentados há menos de 1 ano, com 5 anos de aposentação e 10 anos de aposentação poderá colocar em perspetiva mudanças que possam ter ocorrido no mercado de trabalho ao longo do tempo. Seria possível, ainda, a identificação dos profissionais que mesmo aposentados continuam a trabalhar (formal ou informalmente). Outro contributo adicional do estudo com

os aposentados poderia advir do uso de métodos qualitativos que permitissem aceder às consequências do TD (ou seu déficit) para essas pessoas.

No nosso entender é igualmente relevante o estudo de trabalhadores que intervêm ao nível da economia informal, viabilizando a comparação da realidade vivenciada nas economias formal e informal quanto às variáveis em estudo. Entre outros, o documento da ILO (2002) mostra como o trabalho informal pode ser um contexto profícuo para práticas antiéticas e ilegais que devem ser combatidas na senda de TD pleno para todos os trabalhadores.

Outra temática que pode ser abordada na perspectiva do TD relaciona-se com o trabalho doméstico. O seu estudo pode dar voz e visibilidade à realidade deste tipo de trabalhador, nomeadamente *caregivers*, empregados domésticos remunerados ou não, e todas as pessoas que efetuam o trabalho doméstico nas suas inúmeras formas. Este é um tema onde as questões de género são particularmente relevantes, por envolverem, por exemplo, a discussão relativa à dupla jornada de trabalho. Esta temática também envolve a exploração do trabalho dos mais vulneráveis, como o das crianças e adolescentes e, por vezes, dos mais idosos. A regulamentação destas realidades coloca-as numa condição ambígua entre o trabalho formal e o informal, entre a vida profissional, familiar e pessoal dos trabalhadores. Assim como o trabalhador informal, o trabalhador doméstico parece ser alvo de uma invisibilidade que merece ser melhor compreendida e ultrapassada. Este tipo de trabalho, o doméstico, envolve atividades muito diversas que por serem realizadas fora do âmbito das organizações, parecem ser menos valorizadas e menos estudadas no âmbito da POTRH.

Deixamos para o final a indicação de uma lacuna das investigações em POTRH e que merece particular atenção: o trabalho que deve ser abolido. Quando nos deparámos com os onze elementos substantivos que compõem a *Decent Work Agenda* da ILO (Anker, Chernyshev, Egger Mehran, & Ritter, 2002; ILO, 2008, 2012, 2013) construímos uma rede de conceitos de POTRH que nos serviram como uma grelha de leitura. O *'work that should be abolished'* foi o elemento que se apresentou como mais difícil de abordar, em função da escassa literatura que sobre ele existe em POTRH. Este é, também, o aspeto do TD, aparentemente, mais negativo. Refere-se ao trabalho escravo, ao trabalho infantil que prejudica crianças e adolescentes, as suas famílias e o seu desenvolvimento. Remete para todo o trabalho forçado e de exploração do trabalhador que transgride os direitos humanos no trabalho e que não deveriam existir. Trata-se de uma problemática que envolve uma economia informal e que faz parte das práticas que dificultam o alcance de TD pleno. Deixamos a sugestão de realização de futuras investigações em POTRH sobre este tema.

Globalmente, num nível individual, os trabalhadores precisam de se tornar mais informados e participarem ativamente na criação de uma cultura de Trabalho Digno. Inicialmente, para além das divulgações realizadas por instituições como a ILO ou a UN, as associações de especialistas, sindicatos e os diversos tipos de outras associações profissionais podem e devem divulgar informações sobre o TD para as diversas categorias profissionais. Ao nível organizacional, profissionais da POTRH poderão realizar acções estruturadas de desenvolvimento que contribuam para a melhoria do contexto de TD nas organizações. Sugere-se, ainda, que as políticas e práticas da gestão (de um modo geral) e a gestão estratégica de recursos humanos (em particular e especialmente) elaborem e implementem práticas de ‘work (re)design’ baseadas nos fatores do TD e que promovam as motivações mais autónomas e o PsyCap e previnam a amotivação. O job (re)design também pode ser pensado como estratégia de combate ao stress, prevenção do *burnout* e promoção do Engajamento no trabalho, promovendo as motivações mais autónomas. Um exemplo seria o job enrichment e o incentivo à participação de diversas formas como recurso de *empowerment* dos trabalhadores. Acrescentamos ainda a gestão dos fatores e riscos psicossociais no trabalho como recurso para a promoção do TD.

Para terminar, gostaríamos de referir que o estudo do TD na perspectiva da POTRH constitui um contributo que se reverte em mais-valias quer para o conceito estudado quer para a área a partir da qual o mesmo se estuda. No referente à POTRH assiste-se à ampliação dos seus horizontes, à aproximação crescente das vertentes académica e prática, pela integração de questões relevantes e atuais, já identificadas e incluídas na agenda norteadora para o planeamento e desenvolvimento das nações através da *Sustainable Development Goals Agenda* para 2030 (UN, 2015). Vários são os níveis de análise para os quais a temática do TD remete, sendo de destacar os níveis individual, grupal e organizacional e vários são os interesses que, por seu intermédio, se interconectam, reflectindo valores comuns expressos com imensa diversidade. Assim, evoca-se a necessidade do desenvolvimento de ações e do envolvimento de todos estes agentes, ressaltando a importância da compreensão e assunção das responsabilidades partilhadas.

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APÊNDICES

APÊNDICE A – Guião da Entrevista A

(desenvolvido entre novembro e dezembro de 2013)

(utilizada entre 08 e 26 de dezembro de 2013)

Guião de entrevista A

Tema	Objectivo específico	Tópicos para a condução da entrevista
Legitimação e motivação da entrevista	<ol style="list-style-type: none"> 1. Legitimar a entrevista 2. Motivar o entrevistado 	<ol style="list-style-type: none"> 1. Informar os objetivos do estudo; 2. Solicitar a colaboração; 3. Garantir a confidencialidade; 4. Disponibilizar para feedback.
Trabalho Digno (Trabalho decente)	<ol style="list-style-type: none"> 1. Recolher informação que permita identificar o sentido atribuído à temática em questão; 2. Recolher informação sobre os processos/práticas de gestão relacionados com o trabalho digno/decente; 3. Recolher informação sobre políticas governamentais relacionadas com o trabalho digno/decente; 4. Recolher informação que permita identificar indicadores (formas de avaliar) de trabalho digno/decente. 	<ol style="list-style-type: none"> 1. Já ouviu falar de trabalho digno (trabalho decente ou decent work)? Se sim, onde, por intermédio de quem? 2. (independentemente se já conhecia ou não, pergunta-se...) Qual o sentido atribuído por si ao trabalho digno/decente; 3. Qual a importância que atribui a este conceito na actualidade e porquê? 4. Consegue identificar práticas de gestão (das empresas ou organizações) relacionadas ao trabalho digno/decente; 5. Consegue identificar políticas governamentais relacionadas ao trabalho digno/decente; 6. Poderia dar-nos algumas sugestões de como avaliar o trabalho digno/decente?
10 Dimensões do Trabalho digno/decente	<ol style="list-style-type: none"> 1. Recolher informação que permita identificar o sentido atribuído a cada um dos elementos; 2. Recolher informação sobre os processos/práticas de gestão relacionados com cada um dos elementos; 3. Recolher informação sobre políticas governamentais relacionadas com cada um dos elementos; 4. Recolher informação que permita identificar indicadores (formas de avaliar) cada um dos elementos. 	<p>Perguntas a fazer para cada uma das dez dimensões:</p> <ol style="list-style-type: none"> 1. Qual o sentido atribuído por si a... (dimensão A)? 2. Consegue identificar processos/práticas de gestão relacionados ao... (dimensão A)? 3. Consegue identificar políticas governamentais relacionadas a... (dimensão A)? 4. Poderia dar-nos algumas sugestões de como avaliar o... (dimensão A)?
Hierarquização das 10 dimensões do Trabalho digno	<ol style="list-style-type: none"> 1. Recolher informação que permita hierarquizar a importância dada às 10 dimensões e compreender as razões da hierarquização feita. 	<ol style="list-style-type: none"> 1. Poderia organizar, por ordem decrescente de importância (da mais à menos importante), as 10 dimensões de TD de que falámos? 2. Porque assim as hierarquizou?
Outros temas	<ol style="list-style-type: none"> 2. Recolher toda a informação considerada relevante para o entrevistado sobre o tema em análise. 	<ol style="list-style-type: none"> 3. Solicitar a introdução de outros temas considerados pertinentes, que completem ou reforcem os aspectos referidos ou acrescentem outros.

APÊNDICE B – Guião da Entrevista B

(desenvolvido na orientação em 18 de março de 2013)

(utilizadas entre 20 de março e 14 de maio de 2014)

Foi solicitado que o especialista escolhesse 4 ou 5 elementos entre os 11 elementos propostos pela ILO.

Em seguida, que procurasse associar o que conhecia sobre WOP-P com o elemento escolhido e comentasse essa associação. Valiam: conceitos, palavras-chave, instrumento(s) e/ou autor(es) conhecidos pelas suas contribuições sobre o tema.

APÊNDICE C: Comunicação com as associações de profissionais

Exemplo de e-mail enviado a uma associação profissional (para amostra portuguesa)

Exemplo de e-mail enviado a uma associação profissional (para amostra brasileira)

Exemplo de e-mail enviado a uma associação profissional (para amostra portuguesa)

Gmail - Investigação sobre Trabalho Digno (Portugal) - Sindicato dos M... <https://mail.google.com/mail/u/0/?ui=2&ik=17735b0162&view=pt&q=S..>



Tania Ferraro <trabalho.digno.portugal@gmail.com>

Investigação sobre Trabalho Digno (Portugal) - Sindicato dos Médicos da Zona Norte

5 mensagens

Tania Ferraro <trabalho.digno.portugal@gmail.com>
Para: mail@sindicatomedicosnorte.pt

9 de janeiro de 2016 22:48

Ao Sindicato dos Médicos da Zona Norte,

O meu nome é Tânia Ferraro e encontro-me a realizar uma investigação sobre "trabalho digno, motivação para o trabalho e capital psicológico em trabalhadores do conhecimento". Esta investigação ocorre no âmbito do meu Doutoramento em Psicologia do Trabalho, das Organizações e dos Recursos Humanos, pela Universidade de Coimbra.

O estudo decorre sob a orientação da Professora Doutora Leonor Pais (da Faculdade de Psicologia e de Ciências da Educação) e conta ainda com a participação de professores da Universidade de Évora e da Universidade de Lisboa. A amostra que nos encontramos a recolher é constituída por profissionais que lidam intensivamente com o conhecimento e que trabalham em Portugal e no Brasil.

Este meu contato visa perguntar se é possível, por vosso intermédio, informar os médicos acerca da realização desta investigação, assim como solicitar a sua participação. O link do questionário é: <http://goo.gl/forms/AkVuAAwwob>

Caso queiram divulgar o link e acrescentar algum e-mail para que quem responde possa solicitar quaisquer esclarecimentos, pode ser utilizado o e-mail: <Trabalho.digno.portugal@gmail.com>

Qualquer sugestão relativa à forma como a participação dos médicos portugueses pode ser solicitada será muito bem-vinda e antecipadamente por ela agradecemos.

Com os melhores cumprimentos,

Tânia Ferraro G. da Silva

Sindicato dos Médicos do Norte <mail@sindicatomedicosnorte.pt>
Para: Tania Ferraro <trabalho.digno.portugal@gmail.com>

14 de janeiro de 2016 18:19

Boa Tarde,

Agradeço se possível nos conceda o seu contato telefónico, afim de esclarecermos a melhor forma de divulgação.

Com os melhores cumprimentos

P'los Serviços do SMN

Lídia

[Texto das mensagens anteriores oculto]

APÊNDICE D: Comunicação com os profissionais

Exemplo de e-mail enviado diretamente a um profissional (para amostra portuguesa)

Exemplo de e-mail enviado diretamente a um profissional (para amostra brasileira)

Exemplo de e-mail enviado diretamente a um profissional (para amostra portuguesa)

05/01/2016 Gmail - Investigação sobre Trabalho Digno (Portugal) - Advogados, Ordem dos Advogados, Comarca de Figueira de Castelo Rodrigo



Tania Ferraro <trabalho.digno.portugal@gmail.com>

Investigação sobre Trabalho Digno (Portugal) - Advogados, Ordem dos Advogados, Comarca de Figueira de Castelo Rodrigo

Tania Ferraro <trabalho.digno.portugal@gmail.com>
Rascunho

5 de janeiro de 2016 14:17

Exmo(a). Sr(a). Doutor(a) Advogado(a) da Comarca de Figueira de Castelo Rodrigo (Ordem dos Advogados),

O meu nome é Tânia Ferraro e encontro-me a realizar o doutoramento em Psicologia pela Faculdade de Psicologia e Ciências da Educação da Universidade de Coimbra (FPCEUC). A minha área de especialização é a Psicologia do Trabalho, das Organizações e dos Recursos Humanos.

O título da investigação que me encontro a realizar é 'Trabalho digno, motivação para o trabalho e capital psicológico de trabalhadores do conhecimento'. O estudo decorre sob a orientação da Professora Doutora Leonor Pais (da FPCEUC) e a amostra que nos encontramos a recolher é constituída por profissionais que lidam intensivamente com o conhecimento. É neste contexto que enviamos este email, solicitando a sua participação. Para responder ao questionário peço-lhe que, por favor, aceda ao seguinte link: <http://goo.gl/forms/AkVuAAwwob>

Agradeço antecipadamente a atenção e o tempo dedicados a esta tarefa.

Cordialmente,
Tânia Ferraro G. da Silva

Exemplo de e-mail enviado diretamente a um profissional (para amostra brasileira)

05/01/2016

Gmail - Pesquisa sobre Trabalho Digno (Brasil) - Médicos, CREMESP



Tania Ferraro <trabalho.digno.pesquisa@gmail.com>

Pesquisa sobre Trabalho Digno (Brasil) - Médicos, CREMESP

Tania Ferraro <trabalho.digno.pesquisa@gmail.com>
Rascunho

4 de janeiro de 2016 17:38

Exmo(a) Doutor(a),

O meu nome é Tânia Ferraro e estou fazendo o doutorado em Psicologia pela Faculdade de Psicologia e Ciências da Educação da Universidade de Coimbra (FPCEUC). Minha área de especialização é a Psicologia do Trabalho, das Organizações e dos Recursos Humanos.

O título da pesquisa do doutorado é 'Trabalho digno, motivação para o trabalho e capital psicológico de trabalhadores do conhecimento'. O estudo decorre sob a orientação da Professora Doutora Leonor Pais (da FPCEUC) e a amostra que estamos a recolher é constituída por profissionais que lidam intensivamente com o conhecimento. É neste contexto que enviamos este email, solicitando a sua participação. Para responder ao questionário peço-lhe que, por favor, acesse ao seguinte link: <http://goo.gl/forms/H3V5M9wFPh>

Agradeço antecipadamente a atenção e o tempo dedicados a esta tarefa.

Com os melhores cumprimentos,
Tânia Ferraro G. da Silva

APÊNDICE E: INQUÉRITOS (versão portuguesa impressa)

QUESTIONÁRIO DE TRABALHO DIGNO

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 liberais/autónomos).

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

Marque com um (X) a sua opção de resposta para cada afirmação. 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 reforma/aposentação/aposentadoria 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. No meu trabalho existe um tratamento justo quanto a oportunidades profissionais.	1	2	3	4	5
5. A quantidade de horas que trabalho prejudica ou põe em risco a minha saúde.	1	2	3	4	5
6. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.	1	2	3	4	5
7. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).	1	2	3	4	5
8. O meu trabalho atual resulta de uma escolha livre que fiz.	1	2	3	4	5
9. O meu trabalho contribui para assegurar a “saúde económica” da comunidade/sociedade a que pertença.	1	2	3	4	5
10. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado).	1	2	3	4	5
11. A minha carreira depende de mim.	1	2	3	4	5
12. Um(a) profissional como eu, sendo empreendedor, pode criar oportunidades de trabalho para outros(as).	1	2	3	4	5
13. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.	1	2	3	4	5
14. Sou reconhecido(a) pelo trabalho que faço.	1	2	3	4	5
15. Considero que tenho possibilidades de adquirir novas competências profissionais.	1	2	3	4	5
16. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).	1	2	3	4	5
17. Estou seguro(a) de que continuarei a ter oportunidades de trabalho.	1	2	3	4	5
18. As exigências do meu trabalho são compatíveis com a minha vida	1	2	3	4	5

pessoal/familiar.					
19. Ganho menos do que aquilo que mereço no meu trabalho.	1	2	3	4	5
20. Expressar determinadas ideias (políticas, religiosas, etc) pode por em risco a minha carreira/trabalho.	1	2	3	4	5
21. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.	1	2	3	4	5
22. Sigo um código de conduta (profissional/organizacional ou empresarial) que torna o meu trabalho mais digno.	1	2	3	4	5
23. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.	1	2	3	4	5
24. Sinto-me representado(a) nas entidades/instâncias onde os meus interesses profissionais são discutidos (organizações, sindicatos, associações profissionais, governo, etc).	1	2	3	4	5
25. No meu trabalho existe confiança entre as pessoas.	1	2	3	4	5
26. Trabalho menos horas do que aquilo que gostaria.	1	2	3	4	5
27. Participo livremente nas decisões que diretamente me afetam na minha atividade profissional.	1	2	3	4	5
28. Tenho estabilidade suficiente para planejar/planear o meu futuro profissional.	1	2	3	4	5
29. Trabalho demasiadas horas.	1	2	3	4	5
30. O meu trabalho contribui para assegurar o futuro das novas gerações.	1	2	3	4	5
31. Através do meu trabalho desenvolvo-me profissionalmente.	1	2	3	4	5
32. Sinto-me seguro(a) quanto ao meu futuro profissional.	1	2	3	4	5
33. Conheço o meu horário de trabalho a tempo de poder organizar a minha vida.	1	2	3	4	5
34. Tenho liberdade para me comunicar com outros profissionais.	1	2	3	4	5
35. Tenho acesso às informações necessárias para realizar o meu trabalho.	1	2	3	4	5
36. No meu trabalho são respeitados os meus direitos enquanto ser humano.	1	2	3	4	5
37. Um(a) profissional como eu pode criar o seu próprio emprego.	1	2	3	4	5
38. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.	1	2	3	4	5
39. Considero ética a forma como realizo o meu trabalho.	1	2	3	4	5
40. Penso que tenho perspectivas de vir a assumir mais responsabilidades profissionais.	1	2	3	4	5
41. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.	1	2	3	4	5
42. Penso que tenho perspectivas de melhorar a minha remuneração/salário/benefícios.	1	2	3	4	5
43. Sou livre para me reunir e associar com outros profissionais (sindicatos, associações profissionais, grupos informais, etc).	1	2	3	4	5
44. No meu trabalho ganho mais do que aquilo que mereço.	1	2	3	4	5
45. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.	1	2	3	4	5
46. Em geral, são aceitáveis os prazos que tenho que cumprir no meu trabalho.	1	2	3	4	5
47. Tenho acesso a informação necessária para trabalhar com integridade física.	1	2	3	4	5
48. No meu trabalho disponho de tudo o que preciso para manter a minha	1	2	3	4	5

integridade psíquica.					
49. Através do meu trabalho desenvolvo-me como pessoa.	1	2	3	4	5
50. No meu trabalho estou protegido(a) de riscos para a minha saúde mental.	1	2	3	4	5
51. Considero claras as regras, normas e procedimentos relativos ao meu trabalho.	1	2	3	4	5
52. O meu trabalho contribui para a minha realização (pessoal e profissional).	1	2	3	4	5
53. Disponho do que preciso para trabalhar com segurança.	1	2	3	4	5
54. O meu trabalho é compatível com a minha vida pessoal/familiar.	1	2	3	4	5
55. Trabalho menos horas do que aquilo que precisaria para dar conta das tarefas.	1	2	3	4	5
56. Sou tratado(a) com dignidade no meu trabalho.	1	2	3	4	5
57. Sou livre para pensar e expressar o que penso sobre o meu trabalho.	1	2	3	4	5
58. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, humidade, etc).	1	2	3	4	5
59. No meu trabalho sou aceite/aceito(a) tal como sou (independentemente de gênero, idade, etnia, religião, orientação política, etc).	1	2	3	4	5
60. O modo como sou tratado(a) no meu trabalho é justo.	1	2	3	4	5
61. O meu trabalho é compatível com a constituição de uma família.	1	2	3	4	5
62. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.	1	2	3	4	5
63. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).	1	2	3	4	5
64. Considero adequado o ritmo que o meu trabalho exige.	1	2	3	4	5
65. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.	1	2	3	4	5
66. O trabalho que realizo contribui para criar valor (para a minha empresa/organização/clientes/sociedade, etc).	1	2	3	4	5
67. Considero digno o trabalho que realizo.	1	2	3	4	5
68. Se eu quiser mudar de trabalho/emprego, sou livre para o fazer.	1	2	3	4	5
69. O que ganho com o meu trabalho permite-me sustentar aqueles por quem sou responsável.	1	2	3	4	5
70. O que ganho financeiramente com o meu trabalho é justo.	1	2	3	4	5
71. No meu trabalho existe solidariedade entre as pessoas.	1	2	3	4	5
72. Trabalho menos horas do que aquilo que precisaria para ganhar o suficiente.	1	2	3	4	5

MWMS / EMMT²²

No presente questionário é utilizada a palavra “trabalho” significando tanto as situações de exercício de uma profissão por conta própria, como as situações de emprego por conta de terceiros. 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

Marque um (X) sobre a sua opção de resposta para cada afirmação.

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

²² Gagné et al (2015).

CAPITAL PSICOLÓGICO (PsyCap)²³
(este questionário tem um total de 24 itens)

Seguidamente, encontra afirmações que descrevem o modo como pode ver-se a si próprio **neste momento**. Use a escala seguinte para indicar o grau em que concorda ou discorda de cada uma das afirmações.

- 1 = Discordo fortemente
- 2 = Discordo
- 3 = Discordo um pouco
- 4 = Concordo um pouco
- 5 = Concordo
- 6 = Concordo fortemente

Segundo determinação da ‘Mind Garden’ (editor detentora dos direitos autorais do *Psychological Capital Questionnaire*) não é permitida a divulgação do instrumento completo em documento publicado. Por isto, apresentamos seguidamente apenas uma amostra de três itens:

1. Sinto-me confiante a analisar uma solução para um problema de longo prazo.	1	2	3	4	5	6
7. Se me encontrasse numa situação difícil no trabalho, conseguiria pensar em muitas formas de sair dela.	1	2	3	4	5	6
11. Consigo pensar em muitas formas de alcançar os meus objectivos no trabalho.	1	2	3	4	5	6

²³ Luthans, Youssef & Avolio (2007); Rego, Marques, Leal, Sousa & Cunha (2010).

UWES²⁴

As seguintes perguntas referem-se aos sentimentos de algumas pessoas com relação ao seu trabalho. Por favor, leia atentamente cada um dos itens a seguir e responda se já experimentou o que é relatado, em relação a seu trabalho. Caso nunca tenha tido tal sentimento, assinale com 'X' no "0" (zero). Em caso afirmativo, indique a frequência (de 1 a 6) que descreveria melhor seus sentimentos, conforme a descrição abaixo:

Nunca	Quase nunca	Algumas vezes	Regularmente	Bastante vezes	Quase sempre	Sempre
0	1	2	3	4	5	6
Nenhuma vez	Algumas vezes por ano	Uma vez ou menos por mês	Algumas vezes por mês	Uma vez por semana	Algumas vezes por semana	Todos os dias

1. Em meu trabalho sinto-me pleno de energia.	0	1	2	3	4	5	6
2. Meu trabalho está pleno de significado e propósito.	0	1	2	3	4	5	6
3. O "tempo voa" quando estou trabalhando.	0	1	2	3	4	5	6
4. Sou forte e vigoroso em meu trabalho.	0	1	2	3	4	5	6
5. Estou entusiasmado com meu trabalho.	0	1	2	3	4	5	6
6. Quando estou trabalhando, esqueço tudo o que se passa ao meu redor.	0	1	2	3	4	5	6
7. Meu trabalho me inspira.	0	1	2	3	4	5	6
8. Quando me levanto pela manhã, tenho vontade de ir trabalhar.	0	1	2	3	4	5	6
9. Sou feliz quando estou envolvido em meu trabalho.	0	1	2	3	4	5	6
10. Estou orgulhoso com o trabalho que faço.	0	1	2	3	4	5	6
11. Estou imerso em meu trabalho.	0	1	2	3	4	5	6
12. Posso continuar trabalhando durante longos períodos de tempo.	0	1	2	3	4	5	6
13. Para mim meu trabalho é desafiador.	0	1	2	3	4	5	6
14. "Deixo-me levar" pelo meu trabalho.	0	1	2	3	4	5	6
15. Sou muito persistente em meu trabalho.	0	1	2	3	4	5	6
16. É difícil para mim, desconectar-me de meu trabalho.	0	1	2	3	4	5	6
17. Eu continuo trabalhando, mesmo quando as coisas não vão bem.	0	1	2	3	4	5	6

²⁴ © Schaufeli & Bakker (2003). A utilização do Questionário do Bem estar e Trabalho (UWES) está autorizada para pesquisas científicas sem fins comerciais.

CBI²⁵

Neste questionário não há respostas melhores ou piores, a resposta correta é aquela que expressa com veracidade a sua própria experiência. A cada uma das frases você deve responder consoante a frequência com que tem esse sentimento, assinalando a opção mais adequada em sua opinião.

1 = Sempre

2 = Frequentemente

3 = Às vezes

4 = Raramente

5 = Nunca / quase nunca

Afirmações	Frequência				
	1	2	3	4	5
1. Com que frequência se sente cansado(a)?	1	2	3	4	5
2. Com que frequência se sente fisicamente exausto(a)?	1	2	3	4	5
3. Com que frequência se sente emocionalmente exausto(a)?	1	2	3	4	5
4. Com que frequência pensa “Eu não agüento mais isto”?	1	2	3	4	5
5. Com que frequência se sente fatigado(a)?	1	2	3	4	5
6. Com que frequência se sente frágil e susceptível a ficar doente?	1	2	3	4	5

²⁵ Kristensen, Borritz, Villadsen & Christensen (2005); Fonte (2011).

Por último, pedimos-lhe que complete, por favor, respondendo às seguintes questões [assinale um X na opção(ões) mais adequada(s) para você]:

<p>1. Sexo</p> <input type="checkbox"/> Feminino <input type="checkbox"/> Masculino	<p>2. Ano de nascimento: _____</p>	<p>3. Há quanto tempo está no seu trabalho atual e no contexto profissional em que o realiza? _____ anos</p>
<p>4. Sua situação(ões) profissional(ais) atual(is) (você pode assinalar mais do que 1 situação)</p> <input type="checkbox"/> Empresário(a) <input type="checkbox"/> Profissional Liberal ou autónomo(a) <input type="checkbox"/> Funcionário(a) público(a) <input type="checkbox"/> Trabalhador(a) por conta de outrém [inclui o(a) trabalhador(a) doméstico(a)]. <input type="checkbox"/> Trabalhador(a)-Estudante <input type="checkbox"/> Bolseiro(a) de pesquisa (nível superior) <input type="checkbox"/> Estagiário(a) <input type="checkbox"/> Aprendiz	<p>5. Qual o vínculo que mantém com a organização onde trabalha (quando aplicável)?</p> <input type="checkbox"/> Prestador de serviços (recebimentos por 'Recibo Verde') <input type="checkbox"/> Contrato a prazo (renovável ou não) <input type="checkbox"/> Contrato efetivo (sem prazo determinado) <input type="checkbox"/> Através de empresa de trabalho temporário <input type="checkbox"/> Outros. Especifique, por favor: _____	<p>6. No seu local de trabalho desempenha alguma função de chefia / gestão / liderança?</p> <input type="checkbox"/> Sim <input type="checkbox"/> Não <p>6.1. Se respondeu SIM, que tipo de chefia / gestão / liderança?</p> <input type="checkbox"/> Gestão/liderança de topo. <input type="checkbox"/> Gestão/liderança de nível intermédio. <input type="checkbox"/> Gestão/liderança de primeiro nível (coordenação ou supervisão de uma equipa).
<p>7. Qual seu grau de Escolaridade?</p> <input type="checkbox"/> Saber ler e escrever sem possuir a 4ª classe. <input type="checkbox"/> 1º Ciclo do ensino básico (ensino primário) <input type="checkbox"/> 2º Ciclo do ensino básico (6º ano) <input type="checkbox"/> 3º Ciclo do ensino básico ou equivalente (9º ano)	<input type="checkbox"/> Ensino secundário ou equivalente (12º ano) <input type="checkbox"/> Ensino pós-secundário (CET) <input type="checkbox"/> Bacharelato <input type="checkbox"/> Licenciatura em curso <input type="checkbox"/> Pós-Graduação/Mestrado (pós Bolonha)/ Licenciatura Pré Bolonha	<input type="checkbox"/> Licenciatura concluída (pós-Bolonha) <input type="checkbox"/> Mestrado Pré-Bolonha <input type="checkbox"/> Doutoramento <p>8. Qual sua área de especialização académica (ex.: Engenharia, Informática, Direito, Psicologia, etc)? _____</p>
<p>9. Qual a sua profissão atual?</p> <input type="checkbox"/> Advogado(a). Área de especialização: _____ <input type="checkbox"/> Analista ou desenvolver de sistemas / Programador(a) / Engenheiro(a) Informático(a). <input type="checkbox"/> Médico(a). Especialidade: _____ <input type="checkbox"/> Investigador(a). Área: _____ <input type="checkbox"/> Professor(a) Universitário(a). Área: _____ <input type="checkbox"/> Profissional da área de Finanças. <input type="checkbox"/> Outra. Qual? _____	<p>10. Setor de atividade no qual trabalha (quando aplicável):</p> <input type="checkbox"/> Setor primário (agricultura; pesca; atividades extrativas; matérias-primas). <input type="checkbox"/> Setor secundário (indústria). <input type="checkbox"/> Setor terciário (comércio e serviços). <input type="checkbox"/> Setor quaternário (informação: computação e tecnologia da informação; educação; investigação e desenvolvimento; planeamento; consultoria; e outros serviços baseados no conhecimento) <input type="checkbox"/> Outra. Qual? _____	<p>11. Dimensão da organização onde trabalha (quando aplicável):</p> <input type="checkbox"/> Tem até 9 colaboradores <input type="checkbox"/> Tem entre 10 e 50 colaboradores <input type="checkbox"/> Tem entre 51 e 250 colaboradores <input type="checkbox"/> Tem entre 251 e 500 colaboradores <input type="checkbox"/> Tem entre 501 e 1000 colaboradores <input type="checkbox"/> Tem entre 1001 e 2000 colaboradores <input type="checkbox"/> Tem entre 2001 e 5000 colaboradores <input type="checkbox"/> Tem entre 5001 e 10000 colaboradores <input type="checkbox"/> Tem entre 10001 e 20000 colaboradores <input type="checkbox"/> Tem mais de 20001 colaboradores <input type="checkbox"/> Trabalho para várias organizações
<p>12. Trabalha diretamente com clientes ou utentes?</p> <input type="checkbox"/> Sim <input type="checkbox"/> Não	<p>13. Indique, por favor, o seu vencimento líquido mensal (aquilo que recebe em média por mês)</p> <input type="checkbox"/> Até €505,00 (salário mínimo) <input type="checkbox"/> Entre €505,00 e €1.000,00 <input type="checkbox"/> Entre €1.001,00 e €1.500,00 <input type="checkbox"/> Entre €1.501,00 e €2.000,00 <input type="checkbox"/> Entre €2.001,00 e €2.500,00 <input type="checkbox"/> Entre €2.501,00 e €3.000,00 <input type="checkbox"/> Entre €3.001,00 e €3.500,00 <input type="checkbox"/> Entre €3.501,00 e €4.000,00 <input type="checkbox"/> Entre €4.001,00 e €4.500,00 <input type="checkbox"/> Entre €4.501,00 e €5.000,00 <input type="checkbox"/> Entre €5.001,00 e €5.500,00 <input type="checkbox"/> Entre €5.501,00 e €6.000,00 <input type="checkbox"/> Entre €6.001,00 e €6.500,00 <input type="checkbox"/> Entre €6.501,00 e €7.000,00 <input type="checkbox"/> Entre R\$7.001,00 e €8.000,00 <input type="checkbox"/> Mais de €8.001,00	<p>14. Estado civil:</p> <input type="checkbox"/> Solteiro(a) <input type="checkbox"/> Casado(a) / União estável <input type="checkbox"/> Separado(a) / Divorciado(a) <input type="checkbox"/> Viúvo(a) <p>15. Tem filhos?</p> <input type="checkbox"/> Não <input type="checkbox"/> Sim. Quantos? _____ <p>16. Idades dos(as) filhos(as): _____</p> <p>17. Tem outros dependentes?</p> <input type="checkbox"/> Não <input type="checkbox"/> Sim. Quantos? _____

Muito obrigado(a) pela sua colaboração!

APÊNDICE F: QUESTIONÁRIOS (versão brasileira impressa)

QUESTIONÁRIO DE TRABALHO DIGNO

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 liberais/autônomos).

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

Marque com um (X) a sua opção de resposta para cada afirmação. 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 perspectivas 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. No meu trabalho existe um tratamento justo quanto a oportunidades profissionais.	1	2	3	4	5
5. A quantidade de horas que trabalho prejudica ou põe em risco a minha saúde.	1	2	3	4	5
6. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.	1	2	3	4	5
7. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).	1	2	3	4	5
8. O meu trabalho atual resulta de uma escolha livre que fiz.	1	2	3	4	5
9. O meu trabalho contribui para assegurar a “saúde econômica” da comunidade/sociedade a que pertencço.	1	2	3	4	5
10. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado).	1	2	3	4	5
11. A minha carreira depende de mim.	1	2	3	4	5
12. Um(a) profissional como eu, sendo empreendedor, pode criar oportunidades de trabalho para outros(as).	1	2	3	4	5
13. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.	1	2	3	4	5
14. Sou reconhecido(a) pelo trabalho que faço.	1	2	3	4	5
15. Considero que tenho possibilidades de adquirir novas competências profissionais.	1	2	3	4	5
16. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).	1	2	3	4	5
17. Estou seguro(a) de que continuarei a ter oportunidades de trabalho.	1	2	3	4	5
18. As exigências do meu trabalho são compatíveis com a minha vida	1	2	3	4	5

pessoal/familiar.					
19. Ganho menos do que aquilo que mereço no meu trabalho.	1	2	3	4	5
20. Expressar determinadas ideias (políticas, religiosas, etc) pode por em risco a minha carreira/trabalho.	1	2	3	4	5
21. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.	1	2	3	4	5
22. Sigo um código de conduta (profissional/organizacional ou empresarial) que torna o meu trabalho mais digno.	1	2	3	4	5
23. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.	1	2	3	4	5
24. Sinto-me representado(a) nas entidades/instâncias onde os meus interesses profissionais são discutidos (organizações, sindicatos, associações profissionais, governo, etc).	1	2	3	4	5
25. No meu trabalho existe confiança entre as pessoas.	1	2	3	4	5
26. Trabalho menos horas do que aquilo que gostaria.	1	2	3	4	5
27. Participo livremente nas decisões que diretamente me afetam na minha atividade profissional.	1	2	3	4	5
28. Tenho estabilidade suficiente para planejar/planear o meu futuro profissional.	1	2	3	4	5
29. Trabalho demasiadas horas.	1	2	3	4	5
30. O meu trabalho contribui para assegurar o futuro das novas gerações.	1	2	3	4	5
31. Através do meu trabalho desenvolvo-me profissionalmente.	1	2	3	4	5
32. Sinto-me seguro(a) quanto ao meu futuro profissional.	1	2	3	4	5
33. Conheço o meu horário de trabalho a tempo de poder organizar a minha vida.	1	2	3	4	5
34. Tenho liberdade para me comunicar com outros profissionais.	1	2	3	4	5
35. Tenho acesso às informações necessárias para realizar o meu trabalho.	1	2	3	4	5
36. No meu trabalho são respeitados os meus direitos enquanto ser humano.	1	2	3	4	5
37. Um(a) profissional como eu pode criar o seu próprio emprego.	1	2	3	4	5
38. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.	1	2	3	4	5
39. Considero ética a forma como realizo o meu trabalho.	1	2	3	4	5
40. Penso que tenho perspectivas de vir a assumir mais responsabilidades profissionais.	1	2	3	4	5
41. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.	1	2	3	4	5
42. Penso que tenho perspectivas de melhorar a minha remuneração/salário/ benefícios.	1	2	3	4	5
43. Sou livre para me reunir e associar com outros profissionais (sindicatos, associações profissionais, grupos informais, etc).	1	2	3	4	5
44. No meu trabalho ganho mais do que aquilo que mereço.	1	2	3	4	5
45. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.	1	2	3	4	5
46. Em geral, são aceitáveis os prazos que tenho que cumprir no meu trabalho.	1	2	3	4	5
47. Tenho acesso a informação necessária para trabalhar com integridade física.	1	2	3	4	5
48. No meu trabalho disponho de tudo o que preciso para manter a minha	1	2	3	4	5

integridade psíquica.					
49. Através do meu trabalho desenvolvo-me como pessoa.	1	2	3	4	5
50. No meu trabalho estou protegido(a) de riscos para a minha saúde mental.	1	2	3	4	5
51. Considero claras as regras, normas e procedimentos relativos ao meu trabalho.	1	2	3	4	5
52. O meu trabalho contribui para a minha realização (pessoal e profissional).	1	2	3	4	5
53. Disponho do que preciso para trabalhar com segurança.	1	2	3	4	5
54. O meu trabalho é compatível com a minha vida pessoal/familiar.	1	2	3	4	5
55. Trabalho menos horas do que aquilo que precisaria para dar conta das tarefas.	1	2	3	4	5
56. Sou tratado(a) com dignidade no meu trabalho.	1	2	3	4	5
57. Sou livre para pensar e expressar o que penso sobre o meu trabalho.	1	2	3	4	5
58. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, umidade, etc).	1	2	3	4	5
59. No meu trabalho sou aceito(a)/aceite tal como sou (independentemente de gênero, idade, etnia, religião, orientação política, etc).	1	2	3	4	5
60. O modo como sou tratado(a) no meu trabalho é justo.	1	2	3	4	5
61. O meu trabalho é compatível com a constituição de uma família.	1	2	3	4	5
62. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.	1	2	3	4	5
63. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).	1	2	3	4	5
64. Considero adequado o ritmo que o meu trabalho exige.	1	2	3	4	5
65. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.	1	2	3	4	5
66. O trabalho que realizo contribui para criar valor (para minha empresa/organização/clientes/sociedade, etc).	1	2	3	4	5
67. Considero digno o trabalho que realizo.	1	2	3	4	5
68. Se eu quiser mudar de trabalho/emprego, sou livre para o fazer.	1	2	3	4	5
69. O que ganho com o meu trabalho permite-me sustentar aqueles por quem sou responsável.	1	2	3	4	5
70. O que ganho financeiramente com o meu trabalho é justo.	1	2	3	4	5
71. No meu trabalho existe solidariedade entre as pessoas.	1	2	3	4	5
72. Trabalho menos horas do que aquilo que precisaria para ganhar o suficiente.	1	2	3	4	5

MWMS / EMMT²⁶

No presente questionário é utilizada a palavra “trabalho” significando tanto as situações de exercício de uma profissão por conta própria, como as situações de emprego por conta de terceiros. 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

Marque um (X) sobre a sua opção de resposta para cada afirmação.

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

²⁶ Gagné et al (2015).

CAPITAL PSICOLÓGICO (PsyCap)²⁷ (este questionário tem um total de 24 itens)
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A seguir, você encontrará afirmações que descrevem o modo como pode ver-se a si próprio **neste momento**. Use a escala seguinte para indicar o grau em que concorda ou discorda de cada uma das afirmações.

- 1 = Discordo fortemente
- 2 = Discordo
- 3 = Discordo um pouco
- 4 = Concordo um pouco
- 5 = Concordo
- 6 = Concordo fortemente

Segundo determinação da ‘Mind Garden’ (editor detentora dos direitos autorais do *Psychological Capital Questionnaire*) não é permitida a divulgação do instrumento completo em documento publicado. Por isto, apresentamos seguidamente apenas uma amostra de três itens:

1. Sinto-me confiante a analisar uma solução para um problema de longo prazo.	1	2	3	4	5	6
7. Se me encontrasse numa situação difícil no trabalho, conseguiria pensar em muitas formas de sair dela.	1	2	3	4	5	6
11. Consigo pensar em muitas formas de alcançar os meus objetivos no trabalho.	1	2	3	4	5	6

²⁷ Luthans, Youssef & Avolio (2007); Rego, Marques, Leal, Sousa & Cunha (2010).

UWES²⁸

As seguintes perguntas referem-se a sentimentos em relação ao trabalho. Por favor, leia atentamente cada um dos itens a seguir e responda se já experimentou o que é relatado, em relação a seu trabalho. Caso nunca tenha tido tal sentimento, assinale com 'X' no "0" (zero). Em caso afirmativo, indique a frequência (de 1 a 6) que descreveria melhor seus sentimentos, conforme a descrição abaixo.

Nunca	Quase nunca	As vezes	Regularmente	Freqüentemente	Quase sempre	Sempre
0	1	2	3	4	5	6
Nenhum a vez	Algumas vezes por ano	Uma vez ou menos por mês	Algumas vezes por mês	Uma vez por semana	Algumas vezes por semana	Todos os dias

1. Em meu trabalho, sinto-me repleto (cheio) de energia.	0	1	2	3	4	5	6
2. Eu acho que o trabalho que realizo é cheio de significado e propósito.	0	1	2	3	4	5	6
3. O "tempo voa" quando estou trabalhando.	0	1	2	3	4	5	6
4. No trabalho, sinto-me com força e vigor (vitalidade).	0	1	2	3	4	5	6
5. Estou entusiasmado com meu trabalho.	0	1	2	3	4	5	6
6. Quando estou trabalhando, esqueço tudo o que se passa ao meu redor.	0	1	2	3	4	5	6
7. Meu trabalho me inspira.	0	1	2	3	4	5	6
8. Quando me levanto pela manhã, tenho vontade de ir trabalhar.	0	1	2	3	4	5	6
9. Sinto-me feliz quando trabalho intensamente.	0	1	2	3	4	5	6
10. Estou orgulhoso com o trabalho que realizo.	0	1	2	3	4	5	6
11. Sinto-me envolvido com o trabalho que faço.	0	1	2	3	4	5	6
12. Posso continuar trabalhando durante longos períodos de tempo.	0	1	2	3	4	5	6
13. Para mim meu trabalho é desafiador.	0	1	2	3	4	5	6
14. "Deixo-me levar" pelo meu trabalho.	0	1	2	3	4	5	6
15. Em meu trabalho, sou uma pessoa mentalmente resiliente (versátil).	0	1	2	3	4	5	6
16. É difícil desligar-me do trabalho.	0	1	2	3	4	5	6
17. No trabalho, sou persistente mesmo quando as coisas não vão bem.	0	1	2	3	4	5	6

²⁸ Schaufeli, Salanova, González-Romá & Bakker (2002); Machado, Porto-Martins & Benevides-Pereira (2014).
 © Schaufeli & Bakker (2003). A utilização do Questionário do Bem estar e Trabalho (UWES) está autorizada para pesquisas científicas sem fins comerciais.

CBI²⁹

Neste questionário não há respostas melhores ou piores, a resposta correta é aquela que expressa com veracidade a sua própria experiência. A cada uma das frases você deve responder de acordo com a frequência com que tem esse sentimento, assinalando a opção mais adequada em sua opinião.

- 1 = Sempre
- 2 = Frequentemente
- 3 = Algumas vezes
- 4 = Raramente
- 5 = Nunca

Afirmações	Frequência				
1. Com que frequência se sente cansado(a)?	1	2	3	4	5
2. Com que frequência se sente fisicamente exausto(a)?	1	2	3	4	5
3. Com que frequência se sente emocionalmente exausto(a)?	1	2	3	4	5
4. Com que frequência pensa “Não agüento mais”?	1	2	3	4	5
5. Com que frequência se sente esgotado(a)?	1	2	3	4	5
6. Com que frequência se sente fraco(a) e susceptível de adoecer?	1	2	3	4	5

²⁹ Kristensen, Borritz, Villadsen and Christensen (2005); Campos, Carlotto and Maroco (2013).

Por último, pedimos-lhe que complete, por favor, respondendo às seguintes questões [assinale um X na opção(ões) mais adequada(s) para você]:

<p>1. Sexo</p> <input type="checkbox"/> Feminino <input type="checkbox"/> Masculino	<p>2. Ano de nascimento: _____</p>	<p>3. Há quanto tempo está no seu trabalho atual e no contexto profissional em que o realiza? _____ anos</p>
<p>4. Sua situação(ões) profissional(ais) atual(is) (você pode assinalar mais do que 1 situação)</p> <input type="checkbox"/> Empresário <input type="checkbox"/> Profissional Liberal / autônomo <input type="checkbox"/> Servidor público (municipal, estadual ou federal) <input type="checkbox"/> Trabalhador por conta de terceiros (iniciativa privada / inclui o trabalhador doméstico). <input type="checkbox"/> Trabalhador e Estudante <input type="checkbox"/> Bolsista/bolseiro (nível superior) <input type="checkbox"/> Estagiário(a) <input type="checkbox"/> Aprendiz	<p>5. Qual o vínculo que mantém com a organização onde trabalha (quando aplicável)?</p> <input type="checkbox"/> Prestador de serviços (recebimentos por 'Recibo de Pagamento Autônomo' - RPA) <input type="checkbox"/> Contrato com prazo determinado (renovável ou não), temporário <input type="checkbox"/> Contrato efetivo (sem prazo determinado) <input type="checkbox"/> Outros. Especifique, por favor: _____	<p>6. No seu local de trabalho desempenha alguma função de chefia / gestão / liderança?</p> <input type="checkbox"/> Sim <input type="checkbox"/> Não <p>6.1. Se respondeu SIM, que tipo de chefia / gestão / liderança?</p> <input type="checkbox"/> Gestão/liderança de topo (direção). <input type="checkbox"/> Gestão/liderança de nível intermediário (gerência e similares). <input type="checkbox"/> Gestão/liderança de primeiro nível (coordenação ou supervisão de uma equipe).
<p>7. Qual seu grau de Escolaridade?</p> <input type="checkbox"/> Até 1º ano do ensino fundamental (alfabetizado) <input type="checkbox"/> 1º ao 5º ano do ensino fundamental <input type="checkbox"/> 6º ao 9º ano do ensino fundamental <input type="checkbox"/> 10º ao 12º ano do Ensino médio <input type="checkbox"/> Curso técnico. Com qual duração? _____ Qual curso? _____	<input type="checkbox"/> Bacharelado em andamento <input type="checkbox"/> Bacharelado concluído <input type="checkbox"/> Licenciatura em andamento <input type="checkbox"/> Licenciatura concluída <input type="checkbox"/> Formação (ensino superior) em andamento <input type="checkbox"/> Formação (ensino superior) concluída <input type="checkbox"/> Especialização em andamento	<input type="checkbox"/> Especialização concluída <input type="checkbox"/> Mestrado (<i>strictu sensu</i>) em andamento <input type="checkbox"/> Mestrado (<i>strictu sensu</i>) concluído <input type="checkbox"/> Doutorado em curso <input type="checkbox"/> Doutorado concluído <p>8. Qual sua área de especialização acadêmica (ex.: Engenharia, Informática, Direito, Psicologia, etc)? _____</p>
<p>9. Qual a sua profissão atual?</p> <input type="checkbox"/> Advogado(a). Atuação: _____ <input type="checkbox"/> Analista ou Desenvolvedor de sistemas / Programador / Ciência da Computação (Brasil) / Engenheiro de Informática (Portugal) <input type="checkbox"/> Médico(a). Especialidade: _____ <input type="checkbox"/> Pesquisador(a) / Investigador(a). <input type="checkbox"/> Professor Universitário. Área: _____ <input type="checkbox"/> Profissional da área de Finanças / área Financeira. <input type="checkbox"/> Outra. Qual? _____	<p>10. Setor de atividade no qual trabalha (quando aplicável):</p> <input type="checkbox"/> Setor primário (agricultura; pesca; atividades extrativas; matérias-primas). <input type="checkbox"/> Setor secundário (indústria). <input type="checkbox"/> Setor terciário (comércio e serviços). <input type="checkbox"/> Setor quaternário (informação: computação e tecnologia da informação; educação; pesquisa e desenvolvimento; planejamento; consultoria; e outros serviços baseados no conhecimento) <input type="checkbox"/> Outra. Qual? _____	<p>11. Dimensão da organização onde trabalha (quando aplicável):</p> <input type="checkbox"/> Tem até 9 colaboradores <input type="checkbox"/> Tem entre 10 e 50 colaboradores <input type="checkbox"/> Tem entre 51 e 250 colaboradores <input type="checkbox"/> Tem entre 251 e 500 colaboradores <input type="checkbox"/> Tem entre 501 e 1000 colaboradores <input type="checkbox"/> Tem entre 1001 e 2000 colaboradores <input type="checkbox"/> Tem entre 2001 e 5000 colaboradores <input type="checkbox"/> Tem entre 5001 e 10000 colaboradores <input type="checkbox"/> Tem entre 10001 e 20000 colaboradores <input type="checkbox"/> Tem mais de 20001 colaboradores <input type="checkbox"/> Trabalho para várias organizações
<p>12. Trabalha diretamente com clientes/utentes/usuários?</p> <input type="checkbox"/> Sim <input type="checkbox"/> Não	<p>13. Indique, por favor, o seu vencimento líquido mensal (aquilo que recebe em média por mês)</p> <input type="checkbox"/> Até R\$724,00 (salário mínimo) <input type="checkbox"/> Entre R\$724,00 e R\$1.000,00 <input type="checkbox"/> Entre R\$1.001,00 e R\$2.000,00 <input type="checkbox"/> Entre R\$2.001,00 e R\$3.000,00 <input type="checkbox"/> Entre R\$3.001,00 e R\$4.000,00 <input type="checkbox"/> Entre R\$4.001,00 e R\$5.000,00 <input type="checkbox"/> Entre R\$5.001,00 e R\$6.000,00 <input type="checkbox"/> Entre R\$6.001,00 e R\$7.000,00 <input type="checkbox"/> Entre R\$7.001,00 e R\$10.000,00 <input type="checkbox"/> Entre R\$10.001,00 e R\$15.000,00 <input type="checkbox"/> Entre R\$15.001,00 e R\$30.000,00 <input type="checkbox"/> Mais de R\$30.001,00	<p>14. Estado civil:</p> <input type="checkbox"/> Solteiro(a) <input type="checkbox"/> Casado(a) / União estável <input type="checkbox"/> Separado(a) / Divorciado(a) <input type="checkbox"/> Viúvo(a) <p>15. Tem filhos?</p> <input type="checkbox"/> Não <input type="checkbox"/> Sim. Quantos? _____ <p>16. Idades dos(as) filhos(as): _____</p> <p>17. Tem outros dependentes?</p> <input type="checkbox"/> Não <input type="checkbox"/> Sim. Quantos? _____

Muito obrigado(a) pela sua colaboração!

APÊNDICE G: QUESTIONÁRIO DE TRABALHO DIGNO
(versão portuguesa e brasileira validada)

QUESTIONÁRIO DE TRABALHO DIGNO

Versão portuguesa (Portugal e Brasil)

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 liberais/autónomos).

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

Marque com um (X) a sua opção de resposta para cada afirmação. 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 reforma/aposentação/aposentadoria 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, umidade, etc).	1	2	3	4	5
24. No meu trabalho sou aceite /aceito(a) tal como sou (independentemente de gênero, 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 a 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

APÊNDICE H: Fatores e itens do QUESTIONÁRIO DE TRABALHO DIGNO
(versão portuguesa e brasileiro validada)

Itens do Trabalho Digno (TD) distribuídos pelos fatores

Com a numeração inicial dos 72 itens

Trabalho Digno Global

DW1 + DW2 + DW3 + DW6 + DW7 + DW10 + DW13 + DW16 + DW21 + DW23 + DW25 + DW30 + DW31 + DW37 + DW38 + DW41 + DW42 + DW45 + DW52 + DW53 + DW56 + DW57 + DW58 + DW59 + DW62 + DW63 + DW64 + DW65 + DW66 + DW67 + DW70

TD_Fator 1: DW25 + DW41 + DW56 + DW57 + DW59 + DW65

Princípios e Valores Fundamentais no Trabalho

- 25. No meu trabalho existe confiança entre as pessoas.
- 41. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.
- 56. Sou tratado(a) com dignidade no meu trabalho.
- 57. Sou livre para pensar e expressar o que penso sobre o meu trabalho.
- 59. No meu trabalho sou aceite/aceito(a) tal como sou (independentemente de gênero, idade, etnia, religião, orientação política, etc).
- 65. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.

TD_Fator 2: DW3 + DW38 + DW45 + DW64

Tempo e carga de trabalho adequados

- 3. Considero adequada a quantidade média de horas que trabalho por dia.
- 38. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.
- 45. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.
- 64. Considero adequado o ritmo que o meu trabalho exige.

TD_Fator 3: DW30 + DW31 + DW52 + DW66 + DW67

Trabalho realizante e produtivo

- 30. O meu trabalho contribui para assegurar o futuro das novas gerações.
- 31. Através do meu trabalho desenvolvo-me profissionalmente.
- 52. O meu trabalho contribui para a minha realização (pessoal e profissional).
- 66. O trabalho que realizo contribui para criar valor (para a minha empresa / organização / clientes / sociedade, etc).
- 67. Considero digno o trabalho que realizo.

TD_Fator 4: DW13 + DW21 + DW23 + DW70

Retribuição significativa para o Exercício da Cidadania

- 13. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.
- 21. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.
- 23. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.
- 70. O que ganho financeiramente com o meu trabalho é justo.

TD_Fator 5: DW2 + DW7 + DW10 + DW16

Proteção Social

- 2. Tenho perspectivas de ter uma reforma /aposentação/aposentadoria tranquila (pensão, previdência pública ou privada).
- 7. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).
- 10. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado).
- 16. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).

TD_Fator 6: DW37 + DW42 + DW62 + DW63

Oportunidades

- 37. Um(a) profissional como eu pode criar o seu próprio emprego.
- 42. Penso que tenho perspectivas de melhorar a minha remuneração/salário/benefícios.
- 62. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.
- 63. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).

TD_Fator 7: DW1 + DW6 + DW53 + DW58

Saúde e Segurança

- 1. No meu trabalho estou protegido(a) de riscos para a minha saúde física.
- 6. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.
- 53. Disponho do que preciso para trabalhar com segurança.
- 58. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, umidade, etc).

Com a numeração final dos 31 itens da versão final do DWQ

Trabalho Digno Global

DW1 + DW2 + DW3 + DW4 + DW5 + DW6 + DW7 + DW8 + DW9 + DW10 + DW11 + DW12 + DW13 + DW14 + DW15 + DW16 + DW17 + DW18 + DW19 + DW20 + DW21 + DW22 + DW23 + DW24 + DW25 + DW26 + DW27 + DW28 + DW29 + DW30 + DW31

TD_Fator 1: DW11 + DW16 + DW21 + DW22 + DW24 + DW28

Princípios e Valores Fundamentais no Trabalho

- 11. No meu trabalho existe confiança entre as pessoas.
- 16. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.
- 21. Sou tratado(a) com dignidade no meu trabalho.
- 22. Sou livre para pensar e expressar o que penso sobre o meu trabalho.
- 24. No meu trabalho sou aceite/aceito(a) tal como sou (independentemente de gênero, idade, etnia, religião, orientação política, etc).
- 28. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.

TD_Fator 2: DW3 + DW15 + DW18 + DW27

Tempo e carga de trabalho adequados

- 3. Considero adequada a quantidade média de horas que trabalho por dia.
- 15. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.
- 18. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.
- 27. Considero adequado o ritmo que o meu trabalho exige.

TD_Fator 3: DW12 + DW13 + DW19 + DW29 + DW30

Trabalho realizante e produtivo

- 12. O meu trabalho contribui para assegurar o futuro das novas gerações.
- 13. Através do meu trabalho desenvolvo-me profissionalmente.
- 19. O meu trabalho contribui para a minha realização (pessoal e profissional).
- 29. O trabalho que realizo contribui para criar valor (para a minha empresa / organização / clientes / sociedade, etc).
- 30. Considero digno o trabalho que realizo.

TD_Fator 4: DW7 + DW9 + DW10 + DW31

Retribuição significativa para o Exercício da Cidadania

7. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.
9. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.
10. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.
31. O que ganho financeiramente com o meu trabalho é justo.

TD_Fator 5: DW2 + DW5 + DW6 + DW8

Proteção Social

2. Tenho perspetivas de ter uma reforma /aposentação/aposentadoria tranquila (pensão, previdência pública ou privada).
5. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).
6. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado).
8. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).

TD_Fator 6: DW14 + DW17 + DW25 + DW26

Oportunidades

14. Um(a) profissional como eu pode criar o seu próprio emprego.
17. Penso que tenho perspetivas de melhorar a minha remuneração/salário/benefícios.
25. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.
26. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).

TD_Fator 7: DW1 + DW4 + DW20 + DW23

Saúde e Segurança

1. No meu trabalho estou protegido(a) de riscos para a minha saúde física.
4. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.
20. Disponho do que preciso para trabalhar com segurança.
23. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, umidade, etc).

APÊNDICE I: Resumo da *Paper presentation* realizada na *14th European Conference on Psychological Assessment (ECPA14), Lisbon, 5-8 July 2017*

ID: 346 / OS4: 4

Paper presentation

Topics: Organizational and Social Psychology

The Decent Work Questionnaire (DWQ): A psychometric measure of workers' perceptions

Tânia Ferraro¹, Leonor Pais¹, Nuno Rebelo Dos Santos², João Manuel Moreira³

¹University of Coimbra, Portugal; ²Universidade de Évora, Portugal; ³University of Lisbon, Portugal;
taniaferraro@gmail.com

Purpose: The purpose of this study was to present the development of a questionnaire measure of workers' perceptions of decent work (Ferraro, Pais, Dos Santos & Moreira, 2016).

Design/Methodology: an initial pool of 72 items was created to characterize decent work. Together with DWQ (a cross sectional self-reported measure), we administered the Utrecht Work Engagement Scale and the Personal Burnout subscale of the Copenhagen Burnout Inventory as sources of convergent and discriminant validity criteria to workers from Portugal (N=636) and Brazil (N=1039). The data from the initial DWQ items were submitted to exploratory factor analysis, followed by cross-validation in confirmatory factor analysis.

Results: The final 31-item version of DWQ yields seven factor scores in addition to the global decent work score. This factor structure has been shown to be invariant between the two samples.

Limitations: the DWQ as a self-report instrument has the limitations inherent to this kind of measure. Further research should therefore strengthen validity evaluation by recruiting more representative samples of workers and by adding further variables to the convergent/discriminant validity analyses.

Research/Practical implications: the hierarchical structure uncovered (one general factor subsuming seven specific dimensions) could be confronted with other views (legal, economic, political) to deepen analysis and develop knowledge. The application of a DW approach in conceiving strategic HR interventions can promote innovative/creative work/job (re)design and improve work/job quality.

Originality/Value: with good reliability, convergent and discriminant validity indices, the DWQ could open new avenues for theoretical and empirical development of the decent work concept, as well as practical HR interventions.

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Acknowledgement: This study was supported in part by a grant from the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES), Ministry of Education of Brazil, Brasília, DF, Brazil (CAPES fellow, Process N° BEX 9703/13-6).

APÊNDICE J: Resumos das *Papers presentations* realizadas na *International Conference on Counseling and Support: Decent Work, Equity and Inclusion: Passwords for the Present and the Future, University of Padova, Padova, Italy, 5-7 october 2017*

Thursday 5 October 2017

Resources and decent work in adults

Chair: *Brown Steven, Loyola University Chicago, USA*

**Decent Work, Work Motivation, Work Engagement and Burnout in Physicians:
reflections from empirical data**

Ferraro Tânia¹; dos Santos, Nuno Rebelo²; Pais Leonor¹, Moreira João Manuel³

¹ University of Coimbra, ² University of Évora, ³ University of Lisbon, Portugal

The present study analyzed relationships among Decent Work (DW), work motivation, work engagement and personal burnout among physicians from Portugal (n = 300) and Brazil (n = 305). The Decent Work Questionnaire, the Multidimensional Work Motivation Scale, the Utrecht Work Engagement Scale, and Personal Burnout subscale of Copenhagen Burnout Inventory were administered. Canonical Correlation Analyses revealed the presence of three significant canonical variates in the Portuguese sample, and two in the Brazilian sample. For Portuguese physicians, the first one indicated that *Global DW* is related to *Identified and Intrinsic work motivation*, promotion of *work engagement* and avoidance of *personal burnout*. The second, that *adequate working time and workload* are related to less *identified work motivation* and *personal burnout*. The third showed that lower *meaningful retribution for the exercise of citizenship* is associated to less *extrinsic social and material work motivations*. For the Brazilian sample, the first canonical function related higher levels of *fundamental principles and values at work, adequate working time and workload, fulfilling and productive work* and *opportunities* to greater *work engagement, intrinsic and identified work motivation*, and to less *amotivation* and *personal burnout*. The second showed that less *adequate working time and workload* and *social protection* are related to an increase in *personal burnout*. These results support the idea that DW has an important role in promoting autonomous work motivations and work engagement (vigor, dedication and absorption), decreasing amotivation and avoiding personal burnout among physicians. The better understanding of these mechanisms (e.g., physicians' perception of fulfilling and productive work had the greatest effect in the two samples) will be important to improve both physicians' well-being and the quality of care they provide. The study's main limitation is the exclusive use of self-report instruments, but new research designs and more representative samples (reflecting different contexts of practice: public and private hospitals and clinics, individual practice) can surpass this limitation. From a Work, Organizational and Personnel Psychology perspective, research on DW is only beginning and can offer important contributions to the betterment of workers' lives and to organizational effectiveness.

Acknowledgement: This study was supported in part by a grant from the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES), Ministry of Education of Brazil, Brasília, DF, Brazil (CAPES fellow, Process N° BEX 9703/13-6)

Decent Work and Work Motivation in Lawyers: sharing empirical data and reflections

Ferraro Tânia¹; dos Santos, Nuno Rebelo²; Pais Leonor¹, Moreira João Manuel³

¹ University of Coimbra, ² University of Évora, ³ University of Lisbon, Portugal

The present study aimed at enhancing our understanding of Decent Work (DW), by analyzing relationships between decent work and work motivation among lawyers from Portugal and Brazil. The Decent Work Questionnaire (DWQ) and the Multidimensional Work Motivation Scale (MWMS) were administered to 611 participants (n = 343 in Portugal and n = 268 in Brazil). Results of Canonical Correlation Analysis (CCA) showed the presence of two significant canonical variates, suggesting possible causal paths. The first one indicated that *fulfilling and productive work*, respect for *fundamental principles and values at work*, *opportunities*, and *meaningful retribution for the exercise of citizenship* may promote more autonomous work motivations (*identified* and *intrinsic*) and reduce the *absence of motivation (amotivation)*. The second suggested that *adequate working time and workload* was related to a lesser valuing of *extrinsic material motivation* (e.g., salary). In sum, the results suggest that decent work, especially some of its dimensions, plays a relevant role in the promotion of work motivation among lawyers. The greatest limitation of the study is the exclusive use of self-report instruments, but further research should have other designs and recruit more representative samples (including lawyers in different contexts of practice: solo practitioners, in law firms, and/or working for the government) and add further variables, to enrich our knowledge about DW. The DW approach can have important applications: (a) in the private sector, in organizational work settings (law firms) developing strategic human resources interventions, that can promote innovative work (re)designs and improve the quality of work life; and (b) in the public sector, national governments and non-governmental organizations can also give a voice to lawyers (who work in different specialties) in several aspects reflected in the DWQ dimensions. From a Work, Organizational and Personnel Psychology perspective, research on DW is only beginning and can offer important contributions to the betterment of workers' lives, and to organizational effectiveness.

Acknowledgement: This study was supported in part by a grant from the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES), Ministry of Education of Brazil, Brasília, DF, Brazil (CAPES fellow, Process N° BEX 9703/13-6)

Friday, 6 October 2017

Work conditions, career counseling and decent work
Chair: Ribeiro Marcelo Afonso, University of São Paulo, Brazil

Historical Milestones of Decent Work
Ferraro Tânia¹, Pais Leonor¹, dos Santos, Nuno Rebelo², Moreira João Manuel³
¹University of Coimbra, ²University of Évora, ³University of Lisbon, Portugal

This study aims to present the main historical landmarks that contribute to the emergence of the current concept of decent work and the Decent Work Agenda. We systemized the historical contributions as important components until the present scenario when the United Nations (UN; 2015) includes decent work as one of the Sustainable Development Goals for 2030. Focused on peace, this evolutionary course found roots on the ILO Foundation in Treaty of Versailles (1919), passing for Philadelphia Declaration (1944), update of ILO Constitution (1946), Universal Declaration of Human Rights (1948), Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (1997, and march 2017 last revision), Human Development Reports (with the first edition on 1990), Global Compact (2000), UN Millenium Declaration (2000), ILO Declaration on Social Justice for a Fair Globalization (2008), Global Jobs Compact (2009), the many conventions and recommendations of the ILO, until its inclusion on the 2030 Agenda for Sustainable Development. Throughout this development, it was possible to observe its institutionalization, its refinements, operationalization of the concept with different levels of analysis, and its spread at political level as inspiration and sometimes at least as an intention. The business arena is a privileged instance to proposition of policies and its transformation in practice (some examples are provided). Organizations / Companies that volunteering adopt the Global Compact are potentially important decent work laboratories. Companies that adopt voluntarily others ILO conventions and/or recommendations too. There is much to be done in organizational environments, in self-employment and in the informal economy. The better understanding and development of the DW concept and its relations with other concepts could bring important enhancement for sustainable business and workers quality of life.

Acknowledgement: This study was supported in part by a grant from the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES), Ministry of Education of Brazil, Brasília, DF, Brazil (CAPES fellow, Process N° BEX 9703/13-6)

APÊNDICE K: Resumo da *Poster presentation* realizada na ‘I PsihD – Mostra de Doutoramento em Psicologia’, Universidade de Coimbra, Portugal, 6 november 2017

Tânia Ferraro, Leonor Pais, Nuno Rebelo dos Santos & João Manuel Moreira |

Decent Work, Work Motivation and Psychological Capital: Two empirical studies

The Decent Work (DW) concept, proposed by the International Labour Organization, can be enriched by the contribution of a Work, Organizational and Personnel Psychology (WOPP) perspective. The present document presents two empirical studies carried out to analyze the relationships between DW, work motivation and psychological capital (PsyCap) among knowledge workers in Portugal and Brazil. In the study 1, the Decent Work Questionnaire, a previously validated measure of 7 dimensions of DW from a WOPP perspective, the Multidimensional Work Motivation Scale, and the Psychological Capital Questionnaire were administered to 2912 knowledge workers. Relations among concepts were analyzed through canonical correlations analysis and linear regression. Two significant canonical correlations variates were found. The first one indicated that fulfilling-and-productive-work is associated positively with intrinsic and identified-work-motivation and negatively with amotivation. The second one associated social-protection negatively with Extrinsic-

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material-work-motivation. Results from linear regression analysis support the idea that DW promotes PsyCap. In the study 2, the same instruments were administered to 3004 knowledge workers (the previous $n = 2912$ was included). This second study aimed to investigate the DW as a predictor of work motivation exploring the role of PsyCap in mediating this relationship. The structural equation modeling (SEM) was performed. The results from SEM analyses support the hypothesized model, showing the predictor role of DW and full and partial mediation effects of PsyCap in different relationships between DW and work motivation variables. The results of the two studies suggest that (a) DW is an important predictor of work motivation and psychological capital; and (b) PsyCap is an important mediating variable in the promotion of autonomous work motivation. Limitations of the studies and practical implications for human resources management are presented.

Palavras-chave: Decent-Work-Questionnaire; knowledge-workers; canonical-correlations; structural-equation-modeling

Agradecimento: this study was supported in part by a grant from the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES), Ministry of Education of Brazil, Brasília, DF, Brazil (CAPES fellow, Process N° BEX 9703/13-6).

ANEXOS

ANEXO A: Parecer da Comissão de Ética da FPCEUC

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)

ANEXO B: Research Permission to apply Psychological Capital Questionnaire (PCQ) for academic research purposes only

Tânia Ferraro



To whom it may concern,

This letter is to grant permission for Tânia Ferraro to use the following copyright material:

Instrument: *Psychological Capital (PsyCap) Questionnaire (PCQ)*

Authors: *Fred Luthans, Bruce J. Avolio & James B. Avey.*

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for his/her thesis/dissertation research.

Three sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any other published material.

Sincerely,

A handwritten signature in black ink, appearing to read "Fred Luthans", is written over a faint, light-colored circular stamp.

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