Leadership: Impact on the Satisfaction of Public Administration Workers in Portugal

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Abstract: The purpose of this work is to evaluate the role of leadership in the local public administration workers' satisfaction level. This is a study case carried out with workers from the Municipality of Penafiel. A questionnaire was made, based on the European framework model of self-assessment CAF (Common Assessment Framework). With a total of 72 questions, supported by a Likert scale, we were able to get a final sample of 407 valid answers, out of 665 employees. Data indicates the existence of a positive and statistically significant correlation between leadership and motivation, involvement, and workers' participation. It was also possible to see the impact of leadership on the workers' perception of justice, equal opportunities, rewards and career development.

1. Introduction

This work intended to analyze the impact of leadership on the satisfaction of public service employees and, consequently, whether it interferes with their provision of services and level of performance. The objective was, therefore, to understand if there is a positive and statistically significant correlation between the feeling of satisfaction with leadership and the workers' motivation, involvement and participation in the organization. For this analysis, a questionnaire was prepared, based on the European self-assessment model CAF (Common Assessment Framework), which was later applied to the Penafiel municipality's employees. Various aspects were observed, such as employee satisfaction, the perception of justice, equal opportunities, the reward system and career development/progression.

The study begins with a literature review on the topics under analysis, followed by the presentation and discussion of the results obtained. It ends with the conclusions and main limitations of the study itself.

2. Literature Review

Human Resources

Human resources are often considered one of a company's most valuable assets; in fact, they are essential today. Current business models are based on creativity, new ideas and innovation; human capital is now understood as the core and unique capability of an individual within an organization. The combination of individuals' intellect, skills, experiences, talent and artistic ability is related to the added value of products or services (Šebestová & Popescu, 2022). Human Resources (HR) assumed a growing importance due to the fact that Man has gained a new place and a new role in social and management processes (Urošević & Milijić, 2012). Job satisfaction (ST) is considered an important ingredient for organizational success. Successful organizations have satisfied workers, while job dissatisfaction can paralyze an organization (Galup, Klein & Jiang, 2008). To achieve its goals, a company has to pay maximum attention to its workers, promoting an environment that increases their satisfaction and motivation (Urošević & Milijić, 2012); satisfied, highly-motivated and loyal employees are the basis for any competitive company. A growth in satisfaction usually leads to an increase of productivity and products and services high quality (Gabcabová, 2011).

The leadership

Leadership consists on spontaneous, non-verbal demonstrations by supervisors (Madlock, 2006), being a process by which an individual influences other(s) in order to achieve a common or organizational goal (Barnett, 2011; Flight et al., 2011). The role of a leader is unique, since his competence or incompetence will potentially benefit or harm others (Ciulla, 2020). Leadership style is revealed by a set of attitudes, behaviors and management decisions, duly grounded in individual and organizational values and in the degree of confidence of those led in different situations (Mosadegh, 2003); by adopting an appropriate leadership style, the leader

will impact employees' satisfaction, commitment and productivity (Voon et al., 2011) which, in turn, impacts on the organization's performance (West et al., 2014). In other words, the role of a leader is not only about work, but about how the employee is personally related to the job (Mugira, 2022). Leadership has a significant impact on ST and workers' engagement (Mosadegh & Yarmohammadian, 2006). Satisfaction leads to quality improvements and increases the employees' participation in decision-making; dissatisfaction causes absenteeism, complaints, delays, demoralization, high job turnover, affecting the organization's overall performance (Lee, 2006; Page & Vella-Brodrick, 2008; Riketta, 2008; Scroggins, 2008; Pitts, 2009). Effective leadership and Satisfaction are two key factors for a company's success. The capable leader leads the organization as a whole to achieve defined goals.

The motivation

Motivation consists of a kind of internal energy that is stimulated in order to achieve goals related to the satisfaction of a set of individual needs (Mathe, Pavie & O'Keeffe, 2012). It is understood as a complex phenomenon that guides human behavior (Urošević and Milijić, 2012). There are many factors that affect motivation and ST, impacting on the individuals' performance, efficiency and productivity (Malik, 2010; Kamaluddin et all., (2011). Unsatisfied individual needs guides motivational behavior; as the need is met, another unsatisfied one appears, redirecting the individual's actions (Bergamini, 1991). Factors influencing the worker's motivation can be splited into four categories: personal traits, job's characteristics, organization's characteristics and the wider environment (Urošević & Milijić, 2012). Managers need to understand that human beings are complex; this leads to the need to evaluate the theories of motivation and choose for techniques suited to the organization's reality and its employees' characteristics. Satisfied employees have positive attitudes at work; dissatisfied employees create unnecessary problems for the institution (Allner, 2008; Azuh, 2015; Egwenyenga, 2010; Longo, 2008).

Among several leadership styles, servant leaders and transformational leaders stand out in terms of their ability to motivate employees. Servant leaders motivate workers with persuasive and motivating language (Gutierrez-Wirsching et. al., 2015). Transformational leaders motivate them with rhetorical skills (Robbins and Judge, 2017).

Organizational involvement and participation

Some studies relate the quality of supervisory support with an increase on job satisfaction and a decrease on turnover intention. Job turnover is inversely related to organizational involvement and ST (Lambert & Hogan, 2009). Well-paid employees with meaningful and enjoyable jobs are less likely to leave the company (Kanwar, Singh & Kodwani, 2012). So, the question is: which variables are capable of influencing ST and involvement with an organization? Some authors addressed demographic variables and individual differences – eg. age or gender (Dodd-McCue & Wright, 1996); others focused on organizational variables, such as career promotion opportunities (Quarles, 1994), the relationship between employees (Major, Koziowski, Chao & Gardner, 1995) and/or the level of training given by the company (Saks, 1996).

For some authors, public sector workers have lower levels of organizational involvement than private sector workers (Obeng & Ugboro, 2003). Despite the few existing studies on organizational involvement in Portuguese public institutions, the topic has been widely studied in other countries, both on public and private institutions (Al-Qarioti & Al-Enezi, 2004; Dixon et al., 2005; Cetin, 2006). Identifying and promoting a positive organizational atmosphere seems to help increase the organization's efficiency and the well-being of its employees; in turn, has a positive impact on the achievement of objectives (Ferreira, 2017).

Perceived justice

Some studies indicate a relationship between procedural justice and employee satisfaction in different levels: remuneration, performance, selection, promotion and dismissal policies (Greenberg, 1990). Procedural justice is understood as adequate treatment given to individuals in the course of a process (Gilliland, 1993).

According to Folger (1987), the perception of procedural injustice leads to the feeling of distributive injustice: the individual considers that he could have achieved a better result if the process's management had been fairer. Disappointments associated with unfair results – eg. salary cuts, insignificant increases and/or less than the effort expended - can be overcome if they are understood as a fair, realistic and equitable process (McFarlin & Sweeney, 1992).

3.   Methodology

The general objective is to evaluate the role of leadership in the satisfaction of workers in the Local Public Administration (LPA). The research model followed a quantitative approach; variables were measured using already validated constructs and the questionnaire was based in previous literature, adapting to the European framework model of self-assessment CAF - Common Assessment Framework. The pre-test was conducted in four different municipalities. Following the general objective, the following research questions were formulated:

Question 1: LPA workers' satisfaction is positively correlated with their satisfaction with Top Management;

Question 2: LPA workers' satisfaction is positively correlated with their satisfaction with Middle Managers;

Question 3: LPA workers' motivation is positively correlated with their satisfaction with Top Management;

Question 4: LPA workers' motivation is positively correlated with their satisfaction with Middle Managers;

Question 5: LPA workers' involvement and participation in the organization is positively correlated with their satisfaction with the Top Management;

Question 6: LPA workers' involvement and participation in the organization is positively correlated with their satisfaction with Middle Managers;

Question 7: LPA workers' satisfaction is positively correlated with their perception of justice practiced in the organization.

Statistical procedures

Descriptive research was carried out based on a case study. Primary data was the result of a questionnaire made available to the Municipality of Penafiel's employees, consisting of 72 questions, with a Likert scale ranging from 1 (very dissatisfied) to 5 (very satisfied). All the participants were informed about the confidentiality and anonymity involved and it took them about 11 minutes to answer. It was applied between February 24 and March 2022.

407 valid observation units were collected, from 26 departments, in a universe of 665 workers. SPSS software version 23 was used for data processing. Descriptive statistic was used to describe the final sample. We performed a factor analysis, using the principal components' method, in order to reduce the number of initial variables in the satisfaction scale, identifying the common underlying factors (Pestana and Gageiro, 2005; Marôco, 2014).

Then, some inferential procedures were performed for comparison between groups and within each group, i.e., parametric and non-parametric tests (t test and Mann-Whitnney test) and correlation tests (coefficient of Pearson or Spearman coefficient).

Factor analysis

For a scale with 65 ítems, the number of valid responses must be at least 5 times 65, that is, 325 responses. 407 valid answers allowed to apply a factor analysis to the sample (Hill & Hill, 2002).

Values of p equal to zero reveal that the Pearson coefficient correlations between the variables are high and significant. Regarding the KMO, the value obtained was 0.969, which indicates a very good correlation between the variables (Pestana & Gageiro, 2005). On the other hand, Bartlett's sphericity test has an associated p-value of 0.000, also showing that there is a correlation between the variables (Table 1).

Through the anti-image matrix, we verified that it presents all the values, below the main diagonal, close to zero and all the values of the main diagonal, superior to 0.5, suggesting that all the variables can be used for the factorial analysis. Thus, the results of these statistical procedures allow the continuation of the factorial analysis (Marôco, 2014).

Table 1: Factor analysis applicability indicators

Indicators	Scale "Worker Satisfaction"
Correlation matrix	p=0,000
KMO index	0,969
Bartlett's Sphericity Test	28094,525
	2080
	p=0,000
MAS	>0,9

Source: Own elaboration based on SPSS version 23.

In a first analysis, the 65 attributes of the "Workers' Satisfaction" scale were used, obtaining 10 factors with eigenvalues greater than 1 and with a total variance explained by these factors of 75.5%. Then, items that did not meet the criteria were eliminated and a final solution was obtained, which can be seen in Table 2 and Annex A. The final principal component analysis reveals the existence of 8 factors that explain 75.8% of the total variance, which can be considered acceptable and indicating a good summary of the set of items in the original scale.

Table 2: Factor Analysis

% of variance	15,5	13,0	12,7	9,6	8,3	5,9	5,5	5,3
% of Accumulated Variance	15,5	28,5	41,2	50,8	59,1	65,0	70,5	75,8
α of Cronbach	0,967	0,928	0,959	0,925	0,919	0,820	0,825	0,885
Nº of items	10	8	9	7	5	4	3	3

Source: Own elaboration based on SPSS version 23.

The first factor or dimension includes 10 items and explains 15.5% of the total variance, with a Cronbach's alpha coefficient of 0.967. This indicates that the internal consistency is very good. This factor was called "Satisfaction with Intermediate Level Management".

The second factor, composed of 8 items, explains 13.0% of the total variance, with a Cronbach's alpha coefficient of 0.928. This indicates that the internal consistency is very good. This factor was named "Satisfaction with involvement and participation in the organization".

The third factor comprises 9 items, explaining 12.7% of the total variance. Having a Cronbach's alpha coefficient of 0.959, it indicates that the internal consistency is very good. This factor was named "Satisfaction with Top Management".

The fourth factor, formed by 7 items, explains 9.6% of the total variance, with a Cronbach's alpha coefficient of 0.925. This indicates that the internal consistency is very good. This factor was named "Satisfaction with Justice, Equal Opportunities, Rewards and Career Development".

The fifth factor, consisting of 5 items, explains 8.3% of the total variance, having a Cronbach's alpha coefficient of 0.919. This indicates that the internal consistency is very good. This factor was named "Satisfaction with Levels of Motivation".

The sixth factor, with 4 items, explains 5.9% of the total variance; with a Cronbach's alpha coefficient of 0.820, it indicates that the internal consistency is good. This factor was named "Support, Hygiene and Safety Services".

The seventh factor, formed by 3 items, explains 5.5% of the total variance, having a Cronbach's alpha coefficient of 0.825, thus indicating that the internal consistency is good. This factor was named "Satisfaction with the Possibility of Reconciling Work with Family Life".

Finally, the eighth factor, also formed by 3 items, explains 5.3% of the total variance. It has a Cronbach's alpha coefficient of 0.885, indicating that the internal consistency is good. This factor was named "Satisfaction with the Computer Equipment Available".

4. Results and Discussion

The literature on the role of organizational variables in workers' satisfaction is very diverse, since there is a considerable number of variables that, hypothetically, can affect the worker's relationship with the organization (Hur, Woo, & Kim, 2015).

One of the most studied variables is leadership. The importance of leadership in motivating and involving workers to pursuit the organization's objectives has being widely studied and debated. It is unanimously recognized that leaders and leadership styles have a significant impact on the success of an organization and on the satisfaction and commitment of their employees. Some researchers have analyzed the relationship between leadership and ST and concluded that leadership has a significant impact on workers' satisfaction and organizational engagement (Mosadegh & Yarmohammadian, 2006).

Leadership and employee satisfaction

Leadership is a process by which an individual influences other for the purpose of achieving a common or organizational goal. According to Voon et al. (2011), organizational success depends on internal organization and leadership styles. By adopting the appropriate leadership style, the leader affects workers' satisfaction, commitment, and productivity. Effective leadership and workers' satisfaction are two factors considered fundamental to any organization's success. Leading involves managing people, guiding them in all their social interactions so that they focus on fulfilling the organization's objectives (Skansi, 2000; Ciula, 2020; Mugira, 2022). Different leadership styles lead to different work environments and directly affect workers' satisfaction (Bogler, 2002; Timothy & Ronald, 2004).

Managers should bet in improving workers' satisfaction through employee-oriented leadership, creating favorable working conditions and assigning challenging and stimulating tasks (Voon et al, 2011).

Research Question 1: workers' motivation is positively correlated with their satisfaction with Middle Managers: to test the different services, the first factor "Satisfaction with Middle Managers" was compared with the fifth factor "Satisfaction with levels of motivation", in the different services of the municipality (Table 3). The results of this comparison revealed that the existing correlation between the variables is positive and significant in all services, except for the Municipal Museum and the Joaquim Araújo School Group; satisfaction with Middle Managers is positively correlated with levels of motivation; the greater the satisfaction with Middle Managers, the greater the workers' motivation levels. These results confirm the validity of question 1, according to which, workers' motivation is positively correlated with their satisfaction with Intermediate Level Managers.

Table 3: Workers' Motivation and Satisfaction with Middle Managers.

Service		N	Average	Correlation coefficient	Correlation Test
Municipal museum	Intermediate Chiefs	12	3,4	0,449	0,143
	level of motivation	12	3,7		
Municipal library	Intermediate Chiefs	12	3,6	0,582	0,047*
	level of motivation	12	3,9		
Social action	Intermediate Chiefs	9	3,3	0,706	0,033*
	level of motivation	9	3,6		
Sport Management	Intermediate Chiefs	14	3,9	0,857	0,000**
	level of motivation	14	3,9		
Financial management	Intermediate Chiefs	9	3,6	0,773	0,015*
	level of motivation	9	3,4		
Direction of Urbanism	Intermediate Chiefs	30	3,4	0,529	0,003**
	level of motivation	30	3,6		
Cabeça Santa School Group	Intermediate Chiefs	61	4,0	0,624	0,000**
	level of motivation	61	3,9		
Pinheiro School Group	Intermediate Chiefs	63	3,8	0,573	0,000**

Service		N	Average	Correlation coefficient	Correlation Test
	level of motivation	63	4,0		
Ferreira Gomes School Group	Intermediate Chiefs	32	4,5	0,501	0,003**
	level of motivation	32	4,5		
Joaquim Araújo School Group	Intermediate Chiefs	29	3,9	0,300	0,114
	level of motivation	29	4,1		
Paço Sousa School Group	Intermediate Chiefs	24	4,2	0,836	0,000**
	level of motivation	24	4,3		
* Significant at 5%; ** significant at 1%.					

Source: Own elaboration based on SPSS version 23.

Regarding question 2: workers' motivation is positively correlated with their satisfaction with Top Management, it was decided to compare, in different services, the third factor "Satisfaction with Top Management" with the fifth factor "Satisfaction with levels of motivation" (Table 4). The results of this comparison show that the existing correlation between the variables is positive and significant in all services, except for the Municipal Museum, General Directorate of Urbanism and Joaquim Araújo School Grouping; Satisfaction with Top Management is positively correlated with workers' levels of motivation. The greater the satisfaction with Top Management, the greater the workers' motivation levels.

These results indicate the validity of question 2: workers' motivation is positively correlated with satisfaction with their Top Management.

Table 4: Workers' Motivation and Satisfaction with Top Management

Service		N	Average	Correlation coefficient	Correlation Test
Municipal museum	Top Management	12	3,6	0,046	0,886
	level of motivation	12	3,7		
Municipal library	Top Management	12	3,7	0,686	0,014*
	level of motivation	12	3,9		
Social action	Top Management	9	3,8	0,809	0,008*
	level of motivation	9	3,6		
Sport Management	Top Management	14	3,7	0,912	0,000**
	level of motivation	14	3,9		
Financial management	Top Management	9	3,2	0,822	0,007*
	level of motivation	9	3,4		
Direction of Urbanism	Top Management	30	3,5	0,235	0,210
	level of motivation	30	3,6		
Cabeça Santa School Group	Top Management	61	4,0	0,420	0,001**
	level of motivation	61	3,9		
Pinheiro School Group	Top Management	63	3,9	0,600	0,000**
	level of motivation	63	4,0		
Ferreira Gomes School Group	Top Management	32	4,6	0,361	0,042*
	level of motivation	32	4,5		
Joaquim Araújo School Group	Top Management	29	3,9	0,242	0,206
	level of motivation	29	4,1		

Service		N	Average	Correlation coefficient	Correlation Test
Paço Sousa School Group	Top Management	24	4,1	0,706	0,000**
	level of motivation	24	4,3		
Significant at 5%; ** significant at 1%.					

Source: Own elaboration based on SPSS version 23.

Research question 3: the involvement and participation of workers in the organization is positively correlated with their satisfaction with Middle Managers. In the different services, the first factor "Satisfaction with Middle Managers" was compared with the second factor "Satisfaction with involvement and participation in the organization" (Table 5). The results indicate that the existing correlation between the variables is positive and significant in all services, except for the Municipal Library; satisfaction with Middle Managers is positively correlated with levels of involvement and participation in the organization. The greater the satisfaction with Middle Managers, the greater the levels of involvement and participation in the organization.

These results confirm the validity of question 3, according to which, workers' satisfaction with Middle Managers is positively correlated with their level of involvement and participation in the organization.

Table 5: Involvement and Participation and Satisfaction with Middle Managers

Service		N	Average	Correlation coefficient	Correlation Test
Municipal museum	Intermediate Chiefs	12	3,4	0,646	0,023*
	Involvement and participation	12	3,7		
Municipal library	Intermediate Chiefs	12	3,6	0,454	0,138
	Involvement and participation	12	3,4		
Social action	Intermediate Chiefs	9	3,9	0,714	0,031*
	Involvement and participation	9	3,8		
Sport Management	Intermediate Chiefs	14	3,9	0,709	0,005**
	Involvement and participation	14	3,8		
Financial management	Intermediate Chiefs	9	3,6	0,795	0,010**
	Involvement and participation	9	3,3		
Direction of Urbanism	Intermediate Chiefs	30	3,4	0,530	0,003**
	Involvement and participation	30	3,5		
Cabeça Santa School Group	Intermediate Chiefs	61	4,0	0,629	0,000**
	Involvement and participation	61	4,0		
Pinheiro School Group	Intermediate Chiefs	63	3,8	0,502	0,000**
	Involvement and participation	63	3,8		
Ferreira Gomes School Group	Intermediate Chiefs	32	4,5	0,721	0,000**
	Involvement and participation	32	4,5		
Joaquim Araújo School Group	Intermediate Chiefs	29	3,9	0,740	0,000**
	Involvement and participation	29	3,9		
Paço Sousa School Group	Intermediate Chiefs	24	4,2	0,753	0,000**
	Involvement and participation	24	4,0		
Significant at 5%; ** significant at 1%.					

Source: Own elaboration based on SPSS version 23.

Rsearch question 4: the involvement and participation of workers in the organization is positively correlated with their satisfaction with the Top Management. To compare the different services, the third factor "Satisfaction with Top Management" was compared with the fifth factor "Satisfaction with involvement and participation in the organization" (Table 6). The results of this comparison indicate that the existing correlation between the variables is positive and significant in all services, except for the Municipal Museum and Financial Management; Satisfaction with Top Management is positively correlated with levels of involvement and participation in the organization. The greater the satisfaction with Top Management, the greater the levels of involvement and workers' participation in the organization. These results confirm the validity of question 4, according to which, the satisfaction levels of workers with Top Management are positively correlated with their levels of involvement and participation in the organization.

Table 6: Involvement and Participation and Satisfaction with Top Management

Service		N	Average	Correlation coefficient	Correlation Test
Municipal museum	Top Management	12	3,6	0,459	0,133
	Involvement and participation	12	3,7		
Municipal library	Top Management	12	3,7	0,767	0,004**
	Involvement and participation	12	3,4		
Social action	Top Management	9	3,8	0,798	0,010**
	Involvement and participation	9	3,8		
Sport Management	Top Management	14	3,7	0,678	0,008**
	Involvement and participation	14	3,8		
Financial management	Top Management	9	3,2	0,418	0,263
	Involvement and participation	9	3,3		
Direction of Urbanism	Top Management	30	3,5	0,431	0,018*
	Involvement and participation	30	3,5		
Cabeça Santa School Group	Top Management	61	4,0	0,651	0,000**
	Involvement and participation	61	4,0		
Pinheiro School Group	Top Management	63	3,9	0,473	0,000**
	Involvement and participation	63	3,8		
Ferreira Gomes School Group	Top Management	32	4,6	0,573	0,001**
	Involvement and participation	32	4,5		
Joaquim Araújo School Group	Top Management	29	3,9	0,708	0,000**
	Involvement and participation	29	3,9		
Paço Sousa School Group	Top Management	24	4,1	0,632	0,001**
	Involvement and participation	24	4,0		
* Significant at 5%; ** significant at 1%.					

Source: Own elaboration based on SPSS version 23.

Research question 5: workers' satisfaction is positively correlated with their perception of justice practiced in the organization. We chose to compare, in different services, the levels of "Global Satisfaction" of workers with the fourth factor of the scale, "Satisfaction with justice, equal opportunities and rewards" (Table 7). From this comparison, data show that there is a positive and significant correlation between the variables in all services, except in Financial Management; satisfaction with equal opportunities is positively correlated with overall satisfaction and the greater the satisfaction with equal opportunities, the greater their overall satisfaction. Therefore, hypothesis 7 is confirmed (workers' satisfaction is positively correlated with their perception of organizational justice and equity).

Table 7: Satisfaction with Justice, equal opportunities and rewards and the Global Satisfaction of workers

Service		N	Average	Correlation coefficient	Correlation Test
Municipal museum	Justice and Equality	12	3,1	0,835	0,001**
	Global Satisfaction	12	3,5		
Municipal library	Justice and Equality	12	3,4	0,870	0,000**
	Global Satisfaction	12	3,6		
Social action	Justice and Equality	9	3,3	0,865	0,003**
	Global Satisfaction	9	3,6		
Sport Management	Justice and Equality	14	3,5	0,778	0,001**
	Global Satisfaction	14	3,7		
Financial management	Justice and Equality	9	3,0	0,594	0,092
	Global Satisfaction	9	3,4		
Direction of Urbanism	Justice and Equality	30	2,9	0,805	0,000**
	Global Satisfaction	30	3,4		
Cabeça Santa School Group	Justice and Equality	61	3,5	0,842	0,000**
	Global Satisfaction	61	3,9		
Pinheiro School Group	Justice and Equality	63	3,5	0,825	0,000**
	Global Satisfaction	63	3,8		
Ferreira Gomes School Group	Justice and Equality	32	4,2	0,734	0,000**
	Global Satisfaction	32	4,4		
Joaquim Araújo School Group	Justice and Equality	29	3,8	0,894	0,000**
	Global Satisfaction	29	3,9		
Paço Sousa School Group	Justice and Equality	24	3,7	0,697	0,000**
	Global Satisfaction	24	4,1		
** significant at 1%.					

Source: Own elaboration based on SPSS version 23.

5. Conclusions

The aim of this study was to assess the impact of leaders and their actions on the local Portuguese Public Administration workers' satisfaction. A study was developed with a sample of civil service workers from the council of Penafiel. A questionnaire was made based on the European self-assessment model - CAF. Data obtained allow us to state that the way in which workers perceive the justice practiced in the organization and/or in the service in which they are integrated is positively correlated with their overall satisfaction. That is, the greater their perception of equal treatment, opportunities, distribution of income and rewards - fair management -, the greater the workers' satisfaction.

With regard to workers' satisfaction with top and middle managers, the results indicate that there is a significant positive correlation between levels of motivation, involvement and participation in the organization and levels of satisfaction with managers; the higher the levels of workers' satisfaction with their managers, the higher their levels of motivation, involvement and participation in the organization. These conclusions are in line with the existent literature. However, since this study was done only in one Portuguese municipality, we have a considerable limitation and, consequently, evident difficulties in extrapolating the results. As future studies, we intend to replicate the research in other Portuguese municipalities, so that we can conclude about Portugal as a whole.

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