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PUBLIC SECTOR SATISFACTION & PRODUCTIVITY

Influencers on Portuguese Scenario

Tomás Silva Redondo

Master Thesis

presented as partial requirement for obtaining the Master Degree Program in Information Management

NOVA Information Management School
Instituto Superior de Estatística e Gestão de Informação

Universidade Nova de Lisboa

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PUBLIC SECTOR SATISFACTION & PRODUCTIVITY

By

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Master Thesis presented as partial requirement for obtaining the Master's degree in
Information Management, with a specialization in Business Intelligence & Knowledge
Management

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STATEMENT OF INTEGRITY

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism or any form of undue use of information or falsification of results along the process leading to its elaboration. I further declare that I have fully acknowledge the Rules of Conduct and Code of Honor from the NOVA Information Management School.

Tomás Redondo
Lisbon, 2023

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ABSTRACT

Public sector plays a significant role in the global economy, making it crucial to understand the factors that influence its productivity and satisfaction. However, measuring productivity in the public sector is challenging due to its intangible nature. Existing literature identifies various factors that may affect productivity, with some suggesting that factors related to satisfaction may not necessarily influence dissatisfaction. This study aims to provide governments and societies with insights into the influencers of public sector productivity from an employee's perspective. Using a qual-quant methodology, a conceptual model was developed and subsequently tested. A questionnaire was designed, distributed, and collected, being gathered data analyzed using the partial least squares method (PLS). Additionally, a sentiment analysis was conducted based on the collected testimonies. Results indicate that negligent behavior and organizational commitment are significant triggers of productivity, while satisfaction is primarily influenced by perceived injustice and remuneration methods. Interestingly, the relationship exists between job satisfaction and productivity is not significant. Overall, the sentiment expressed in the collected testimonies tends to be negative. Findings of this study are valuable for governments, employees, and citizens alike, shedding light on the functioning of the public sector. They also provide important insights into improving productivity and addressing the concerns of stakeholders.

KEYWORDS

Productivity; Public Sector; Job Satisfaction; Public Administration; Individual Performance; Public Function

Sustainable Development Goals (SGD):



INDEX

List of Figures	viii
List of Tables.....	ix
List of Abbreviations and Acronyms	x
1 - Introduction.....	1
2 - Literature Review.....	3
2.1 Productivity Definition	4
2.2 Public Sector Importance.....	4
2.3 Performance and Productivity	7
2.4 Motivation Factors to Work	8
2.5 Herzberg Motivation Two-Factor Theory	11
2.6 Hygiene Variables Affecting Productivity	12
2.6.1 Supervision & Management.....	12
2.6.2 Bureaucracy.....	13
2.6.3 Monetary Remuneration.....	13
2.6.4 Bonuses and Incentives	14
2.6.5 Work-Environment.....	14
2.6.6 Career Progression	15
2.6.7 Job Security	15
2.6.8 Work-Life Balance	16
2.6.9 Fringe Benefits	16
2.6.10 Technology	16
2.7 Motivator Variables Affecting Productivity.....	18
2.7.1 Training	18
2.7.2 Meritocracy Recognition.....	19
2.7.3 Responsibility.....	19
2.8 Variables and Authors	20
3 - Phone Interviews, Hypothesis and Model	21
3.1 Phone Interviews	22
3.2 Construct Definition	25
3.3 Hypothesis Formulation	27
3.4 Conceptual Model.....	35
4 - Methodology	36
4.1 Methodological Approach: PLS & SEM.....	36
4.2 Questionnaire & Sampling Method.....	37
4.3 Pilot Study, Data Collection & Preparation.....	37

4.4 Sample Characterization.....	39
5 - Results & Discussion	41
5.1 Measurement Model and Reliability	41
5.2 Discriminant Validity	44
5.3 Structural Model Results	45
5.4 Discussion.....	48
5.5 Sentiment Analysis	52
5.6 Theoretical Implications	54
5.7 Practical Implications	55
6 - Conclusions.....	56
Bibliographical References	57
Appendix A - Questionnaire Ethics Certificate.....	65
Appendix B - Constructs	66
Appendix C - Imported Data Descriptive Statistics	71
Appendix D - Outer Loadings	73
Appendix E - Cronbach and Reliability	74
Appendix F - Crossloadings	75
Appendix G - Job Satisfaction Statistics	76
Appendix H - Sentiment Analysis Outcomes	77

LIST OF FIGURES

Figure 1 - Efficiency and Effectiveness model (Sink and Tuttle 1989).....	5
Figure 2 - Public sector expenses on GDP% vs Apparent labor productivity (<i>PORDATA - Statistics, Charts and Indicators</i>).....	6
Figure 3 - Apparent labor productivity vs Public sector workers (<i>PORDATA - Statistics, Charts and Indicators</i>).....	6
Figure 4 - Public sector functioning – adapted from (Jääskeläinen, 2010).....	7
Figure 5 - Double P – model (Tangen, 2002)	8
Figure 6 - Public Sector Employee “Wants” and “Gets” (Jurkiewicz et al., 1998).....	10
Figure 7 - Herzberg’s Two-Factor Principles – adapted from (Herzberg, 2017).....	12
Figure 8 - Herzberg’s Two-Factor Theory – adapted from (Herzberg, 2017).....	12
Figure 9 - Technology acceptance model (Davis, 1989)	17
Figure 10 - Methodology schema.....	21
Figure 11 - Conceptual Model	35
Figure 12 - Hypothesis significancy explanation.....	36
Figure 13 - Sample Bubble Map	40
Figure 14 - Cronbach's alpha equation.....	42
Figure 15 - Structural model results.....	46
Figure 16 - Sentiment Analysis methodology.....	53
Figure 17 - Testimonies tagged topics	54
Figure 18 - Overall Sentimental Analysis	54

LIST OF TABLES

Table 1 - Employee Motivation and Productivity (Nimusima & Tumwine, 2016).....	9
Table 2 - Factors affecting productivity according to authors	20
Table 3 - Phone Interviews: Factors affecting productivity and satisfaction.....	22
Table 4 - Phone Interviews: Factors affecting unproductivity and dissatisfaction	24
Table 5 - Construct Definitions	26
Table 6 - Summarization of connections between variables.....	34
Table 7 - Sample statistics.....	39
Table 8 - Age descriptive statistics	40
Table 9 - Internal consistency reliability.....	43
Table 10 - Convergent validity.....	43
Table 11 - HTMT test.....	44
Table 12 - Fornell-Larcker test.....	44
Table 13 - Multicollinearity statistics: Inner VIF.....	45
Table 14 - Explained Variance and Adjusted R ²	46
Table 15 - Summary of hypothesis outcomes	47
Table 16 - Summary of unpredicted outcomes	51

LIST OF ABBREVIATIONS AND ACRONYMS

AVE	Average Variance Extracted
CPR	Career Progression & Recognition
DGAEP	General Directorate of Public Employment
GDP	Gross Domestic Product
HTMT	Heterotrait-Monotrait Ratio of Correlations
JS	Job Satisfaction
JSU	Job Security
LWP	Lack of Other Workers Productivity
NB	Negligent Behaviors
OC	Organizational Commitment
OECD	Organization for Economic Cooperation and Development
PI	Perceived Injustice
PLS	Partial Least Squares
PROD	Productivity
Rho_a	Composite Reliability Indicator
Rho_c	Composite Reliability Indicator
RM	Remuneration Methods
SEM	Structure Equation Model
SM	Supervision & Management
SMC	Stress & Mental Condition
TAM	Technology Acceptance Model
VIF	Variance Inflation Factor
WE	Work-Environment
WLB	Work-Life Balance

1 - INTRODUCTION

Following societies' mutant and swift evolution, there has been a growing need to accurately understand what impacts its disposition to work and to provide governments with information to truthfully manage its public sector. Precisely measuring public sector's productivity reveals itself vital, taking in consideration its dimension on the market of goods, services, and labor. Besides that, understanding its determinants will incontestably lead to a win-win-win strategy, where both governments, workers and consumers benefit (Somani, 2021).

There has been a communication gap between all the actors that play a role on public sector development and functioning as well as how these different actors perceive employee's productivity. Understanding what underlies productivity differences across providers and what drives productivity growth is crucial for delivering improvements and design policy (Simpson, 2009). Notwithstanding Taylor (1911) has defined productivity as the ratio between the quantity of outputs produced by a quantity of inputs. However, it is hard to identify and quantify public sector outputs since recurrently they cannot be bought, sold or consumed individually (Dunleavy, 2017). Increasing public sector productivity, delivers better outcomes for people, with more effective public services through efficient governments, emerging the necessity to deeper understand its nowadays determinants (Somani, 2021). Furthermore, the best intended way to stimulate a complex concept as productivity is through individual performance increasing, motivating employees to surpass their working limitations and providing them with satisfaction tools (Nimusima & Tumwine, 2016). Nevertheless, accordingly to Herzberg (2017) motivation to work theory, job satisfaction and dissatisfaction are not opposites, meaning that a dissatisfaction elimination will not lead to satisfaction. While satisfaction is prompted by intrinsic motivator factors, dissatisfaction is swayed by extrinsic and hygiene factors, urging the necessity to control and diminish it. Henceforward, the proposed research question is:

What public sector productivity and satisfaction relies on?

The main goals of this study are:

- Understand the relationship and direction sign between work associated factors and employees perceived productivity.
- Provide governments, managers, employees, and citizens with data related to public sector key influencers.

- To empirically test the hypothesized associations between work-related factors with job satisfaction and productivity.

Taking into consideration the research question, it was proposed a research model. Methodological approach was based on positivism, a research philosophy similar to natural sciences, and followed by a qualitative – quantitative mixed methods research (Khaldi, 2017). Findings extracted from the literature review and phone calls were used to intend and sustain the proposed research model. In order to gather data to test the conceptual model, it was built a questionnaire and then spread across. Questionnaire was built and supported on Qualtrics software (*Qualtrics XM - Experience Management Software*), registering 1626 valid answers. Partial Least Squares (PLS) method will be used to test the Structure Equation Model (SEM) hypothesis, using collected cleaned data. Following several testimonies left by public sector employees about their job, it was performed a sentiment analysis using text mining techniques, registering a majority of negative sentiment statements.

Results show that productivity is highly related with commitment and behaviors, while satisfaction levels are much more affected by extrinsic factors, as perceived injustice, remuneration methods and work-environment. As an unpredicted outcome, job security was not found significant to explain public sector satisfaction and had a negative association with individual productivity, validated and explained by several testimonies in Appendix H. Job satisfaction did not show to have a significant relationship with productivity. Several findings from this study, enhanced by its different approaches and analysis, help to know, understand, and support Portuguese public sector productivity and satisfaction levels.

This academic study is organized as follows: Chapter 2 – presents the literature review, exploring the state of art about public sector productivity influencers; Chapter 3 - includes the phone interviews as well as the hypotheses and conceptual model; Chapter 4 – incorporates the used methodology, besides the questionnaire construction and sample characterization; Chapter 5 – presents the analytical approach of collected data (which includes PLS and Sentiment Analysis) as well as outcomes and implications; Chapter 6 – highlights the final research conclusions, likewise limitations and future work.

2 - LITERATURE REVIEW

State-of-the-art plays a pivotal role in initiating an investigation or thesis as not only provides access to existing work but also presents recommendations and identifies areas for future research. Despite the existence of various opinions in the public sphere regarding the functioning of the public sector, it is the literature review that reveals studies, theories, and data related to it. With the aim of understanding public sector productivity, satisfaction, and their influencers, this investigation involved search for relevant keywords and exploring new terms, papers, authors, and conducting further research. The initial keywords and expressions explored were productivity, public sector, and satisfaction, which form the core components of the study's topic. This initial exploration led to the discovery of complementary terms such as performance, public function, efficiency, effectiveness, and public administration.

To ensure a comprehensive research approach, several digital libraries were explored, including "Google Scholar," "Research Gate," "JSTOR - Taylor & Francis Group," "ScienceDirect," "Google Books," and "RUN: Repositório da Universidade Nova." Through these platforms, a multitude of documents, books, and articles were found. The selection criteria for referencing and basing the study on these sources included publication date, uniqueness or similarities with other published dissertations, the number of citations, and the interrelationship and citations between them.

By following these rigorous procedures for literature review, this study aims to provide a comprehensive and up-to-date analysis of the existing knowledge in the field of public sector productivity and satisfaction. The subsequent sections of the literature review will delve into findings, theories, and empirical evidence derived from the selected sources, contributing to a deeper understanding of the topic, and guiding the research objectives of this study.

2.1 PRODUCTIVITY DEFINITION

Productivity can be defined as a measure of the rate at which the output of goods and services are produced per unit of input. It is calculated as the ratio of the quantity of output produced to some measure of the quantity of inputs used (Taylor, 1911). Public sector inputs are labor, technology and other resources used to meet the desired outputs delivered to associations, companies and citizens (Krawchenko, 2021). Perceived individual productivity can be also defined as how close to the personal maximum an individual is working, being this value subjective and varying from individual to individual (Weinberg et al., 2010). *“Accurately measuring public-sector productivity is important because of the size of the public sector in the market for goods, services, and labor. Achieving productivity growth in the public sector allows governments to produce more with less, an objective which has become especially important as a result of coronavirus related pandemic and its impacts on public-sector finances”* (Somani, 2021, p. 20). Paul Krugman, winner of the 2008 Nobel Prize for Economics, famously stated that *“productivity isn’t everything, but, in the long run, it is almost everything. A country’s ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker”* (Krugman, 1997, p. 11).

2.2 PUBLIC SECTOR IMPORTANCE

The public sector plays a key-role on the economy worldwide, since it is his biggest purchaser of goods and services, when in 2021, government expenditure accounts for 42% of GDP in OECD countries, being also responsible for 38% of formal employment what represents a wage bill of 8% of GDP globally (*General Government - General Government Spending - OECD Data*). Taking this in consideration, and as it is shown in Figure1 process, a small change on effectiveness and efficiency can represent a big money saving to government expenditures what can lead to government performance increase. When talking about results, effectiveness can be seen as how close the result is to the initial objective, being said as ‘doing the right things’ to accomplish that. On the other hand, efficiency can be described as ‘doing things right’, establishing a comparison between the utilized resources to fulfill a need (money, time, technology, etc.) and the expected resources needed to achieve the initial result (Tangen, 2002).

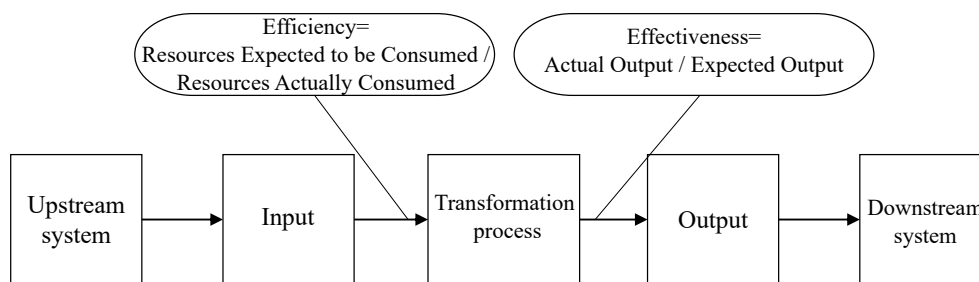


Figure 1 - Efficiency and Effectiveness model (Sink and Tuttle 1989)

Conversely, it is necessary to state that even though public sector productivity is directly connected to government expenditure effectiveness, they are not the same. To deliver the needed output to the inhabitants, sometimes the optimal point of productivity needs to be surpassed, taking in account citizens and entities may prefer to receive more assistance, such as services on non-rentable remote locations to fulfill their needs. On the other hand, it is possible that an increase on productivity through input resource saving can be criticized leading to turn down government and services recognition. This may happen if the rise derives from a saving that leads to a public service reduction, being reasonable to say that sometimes it is better to have a lower productivity but to meet the output on its plenitude (Simpson, 2009). Few governments have succeeded to fulfill citizens desires and needs, increase productivity, and reduce public function expenditures at the same time and that's why this cannot be considered a mathematical solving problem. However, public sector individual productivity can be barely hard to measure, taking in consideration that public services are complex and sometimes organized on an non communicative department schemas, requiring multiple (often immeasurable) inputs from multiple individuals, public entities and sources, having broad outputs (Somani, 2021). As its possible to conclude below through figure 2, from 2014, an increase on the number of Portuguese public workers was also accompanied by an increase on apparent labor productivity. However, and from the same period, a general increase of apparent labor productivity of Portuguese workers contrasts with a diminishment of government expenditure on public sector on GDP's %, as it is described on figure 3.

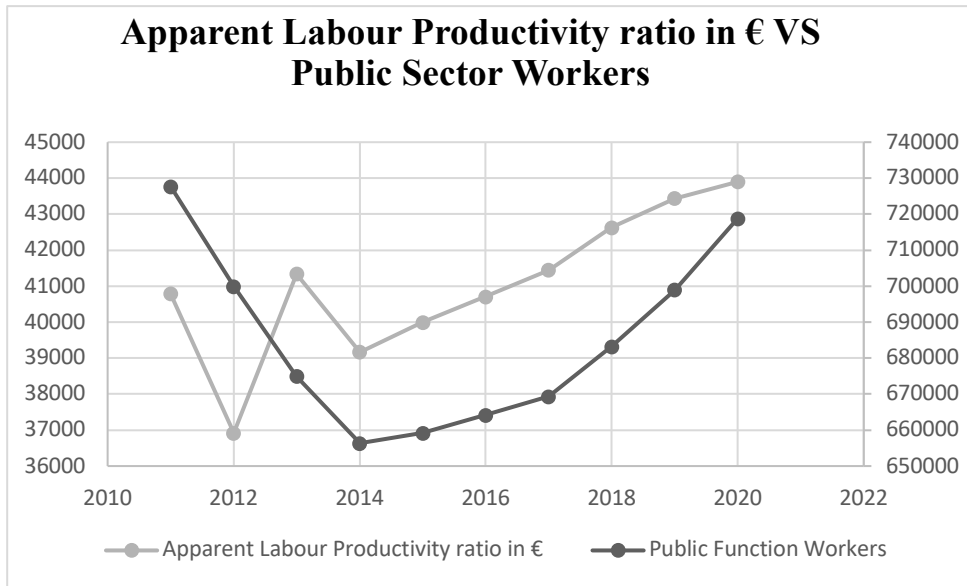


Figure 2 - Public sector expenses on GDP% vs Apparent labor productivity (PORDATA - Statistics, Charts and Indicators)

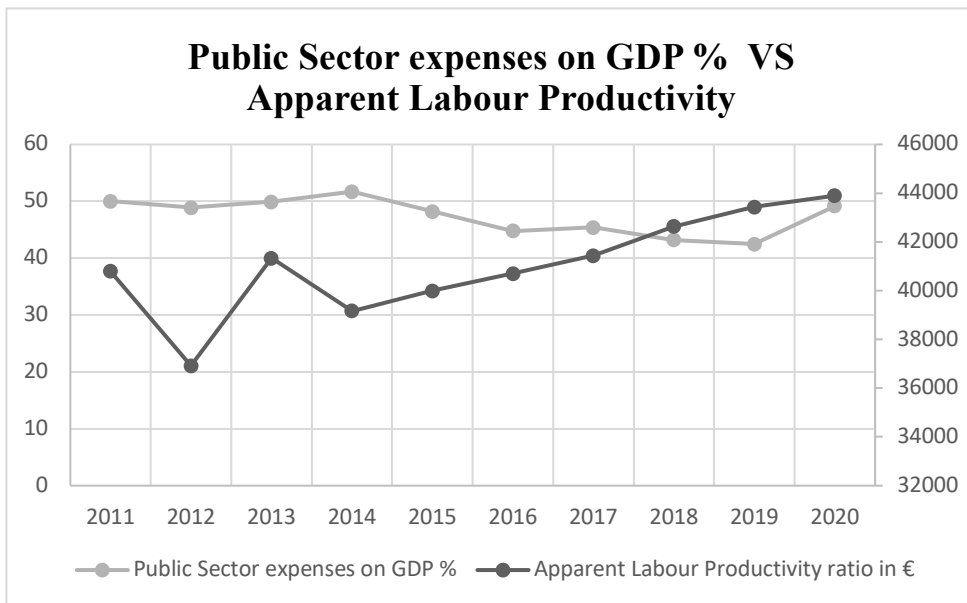


Figure 3 - Apparent labor productivity vs Public sector workers (PORDATA - Statistics, Charts and Indicators)

The process of public sector functioning can be described through Figure 4, as the flow between inputs, operations & processes, outputs, finalizing on outcomes delivered to the society. Inputs can be both tangible as time, number of employees and technology or intangible as knowledge management, working atmosphere and employee competence (Jääskeläinen, 2010). On the one hand, service productivity perceived by the citizens can be considered a subjective output from public sector functioning and on the other hand, there are quantitative outputs such as treated patients, number of visitors and waiting times. Combined, they generate

an outcome to the society related to health conditions, citizens living standards, security, and education. Taking in consideration that different inputs will generate different outputs, and contrarily to tangible outputs, intangible inputs are much more difficult to measure and be modified, it emerges the necessity to study them on a deeper way (Simpson, 2009; Jääskeläinen, 2010).

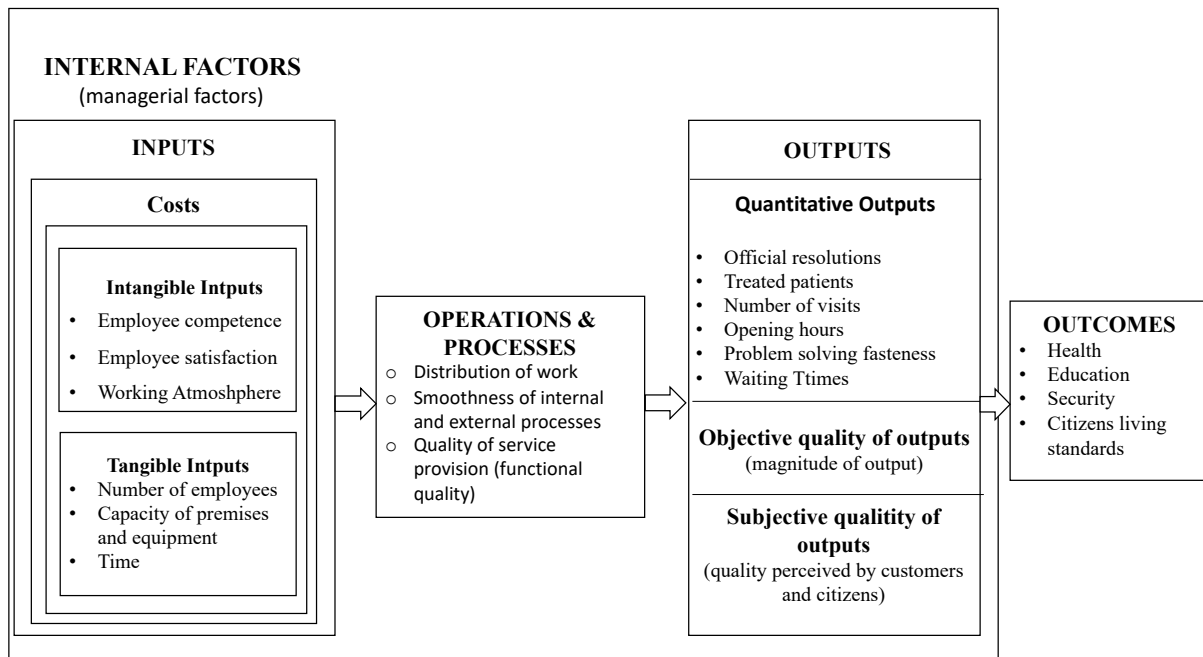


Figure 4 - Public sector functioning – adapted from (Jääskeläinen, 2010)

2.3 PERFORMANCE AND PRODUCTIVITY

Through the years, public managers, and policy-makers sought performance increase outputs from individual functionaries by imposing individual performance estimation techniques, such as program evaluation, goal setting, performance appraisal etc., trying to replicate what was being done on the private sector (Kumari & Pandey, 2011). Such evaluation techniques, allied to productivity stimulation methods as ranking for pay purposes, merit wage increases and career level growth, were used to motivate the work force to increase their individual performance. Despite the best intentions of those measures, they didn't eliminate all the complaints of ineffective services, inefficiency on resources usage and lack of responsiveness by public employees. Public opinion about the governments performance “*mirror widespread citizen frustration, alienation and powerlessness*” and that's why public sector responsiveness is so important from both citizens and governs, getting clear that new

knowledge management techniques need to be taken (Milakovich, 1990, p.19). Matching the balance between public sector' productivity perceived by the citizens and the real productivity that holds the economy, is seen by the governments as the perfect country management strategy. As it's possible to attempt in Figure 5, performance itself goes beyond mathematical formulation of productivity, since not only englobes it, but also aggregates the quality, speed, kindness, excellence and flexibility about how it's done (Tangen, 2002). Having this in mind, it is the summation of every individual performance that make collective public performance, and that's why it is important to understand whose variables tend to have a positive, negative, or null impact on individual productivity. This way, both individuals and government managers can take measures to increase their efficiency, since they will spend fewer resources to meet the final output goal (Dunleavy, 2017). Small changes on policy making and human resources levels can lead to predisposition to work increases, being clear that when considering public function, the best way to enhance intangible inputs and productivity is through individual performance stimulation. Taking decisions based on evidence turns them more confident and trustworthy, so it's imperative to understand deeply the functionaries work motivations because well intentioned measures can reveal themselves bad or ineffective when leading with workers ecosystems (Nimusima & Tumwine, 2016).

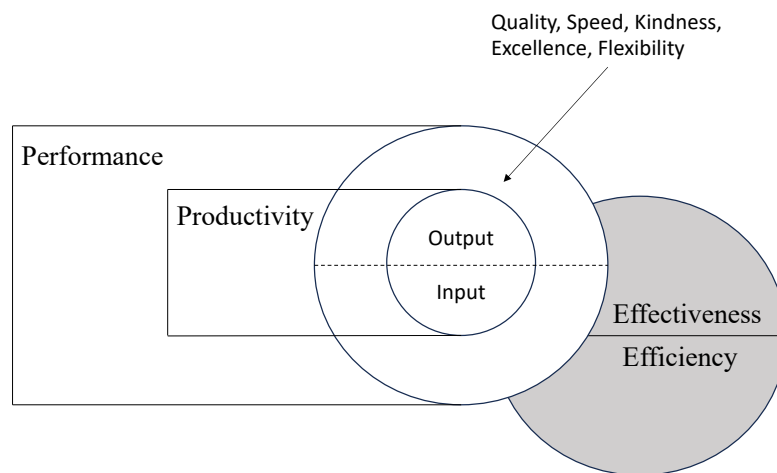


Figure 5 - Double P – model (Tangen, 2002)

2.4 MOTIVATION FACTORS TO WORK

Motivation can be easily described as “*a mental force that is induced by external or inherent factors in an employee which influence an employee level of productivity*” (Saka, 2019, p.12). Taking this in consideration, an employee with a high level of motivation will tend to have an increased performance when compared to a non-motivated, leading to a necessary

individual productivity growth (Saka, 2019). Nimusima & Tumwine (2016, p. 14) also found significant and positive relationships between the level of employee motivation and productivity meaning that “*the better the employee motivation, the more the employees are likely to be productive.*”. As these authors conclude on their study, shown at Table 1, employee motivation is significantly correlated with productivity, ($r=0.432^{**}$, $p<0.01$) meaning that an increase on employee motivations tends clearly to increase final productivity.

Table 1 - Employee Motivation and Productivity (Nimusima & Tumwine, 2016)

	Employee Motivation	Productivity
Employee Motivation	1.000	
Productivity	0.432**	1.000
	0.000	

Note: ** Correlation is significant at the 0.01 level (2-tailed)

Although senior managers, supervisors and decision makers are aware of this reality, the knowledge gap is the determination of factors that motivate the employees on a positive way and consequently increase collective productivity (Saka, 2019). Motivation factors can be both intrinsic or extrinsic, being distinguished between the origin of that factor: internal or external.

Intrinsic motivation can be simply defined as what a worker does by his own initiative without any external goal or secondary objective. Intrinsically motivated behaviors are defined when a task reward is only the self-pleasure of doing it good and putting all effort on it to have the best possible output. The challenge of best individual performance is established by the own worker, and he is moved by the wish to do better every day. In this scenario, an employee completes a task faster, arrives earlier to start on time, works collectively and is consequently more productive because that is rewarding to him, not because of secondary intentions (Saka, 2019).

Extrinsic factors are, on opposition to intrinsic ones, tangible and intangible incentives to work that are not controlled by the worker and are put on his disposition to increase his motivation and wishfully productivity. This type of motivation starts from the presuppose that the worker behavior is a means to an end, mostly on tangible rewards as promotion, remuneration increases, bonuses and good-looking. Accordingly to Saka (2019, p.26), who

gathered several studies between motivation and productivity, “there was a significant correlation between extrinsic motivation and the productivity level of the workers, while intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed.”

Performing a study about public sector employee motivation, as described in Figure 6, Jurkiewicz et al. (1998) researched about the primary variables that affected public sector motivation to work. Thenceforward it was asked to the employees to rank from 1 to 15 the preferences about what they wanted and expected, and what they got, representing 1 the first wish and 15 the last. A perfect result was to have a $y=x$ line on the graph below, what means that the position of their preference would be the same of what they got. As we can see displayed below, apart from two factors, the other 13 are not too far from the $y=x$ scope, performing a Spearman rank correlation coefficient of 0.61 ($p<0.05$), indicating a significant level of agreement (Jurkiewicz et al., 1998). Nevertheless, it is pointed out a huge gap between the desired opportunity for advancement and the existing opportunities to do it as a public sector employee, happening the same with high salaries.

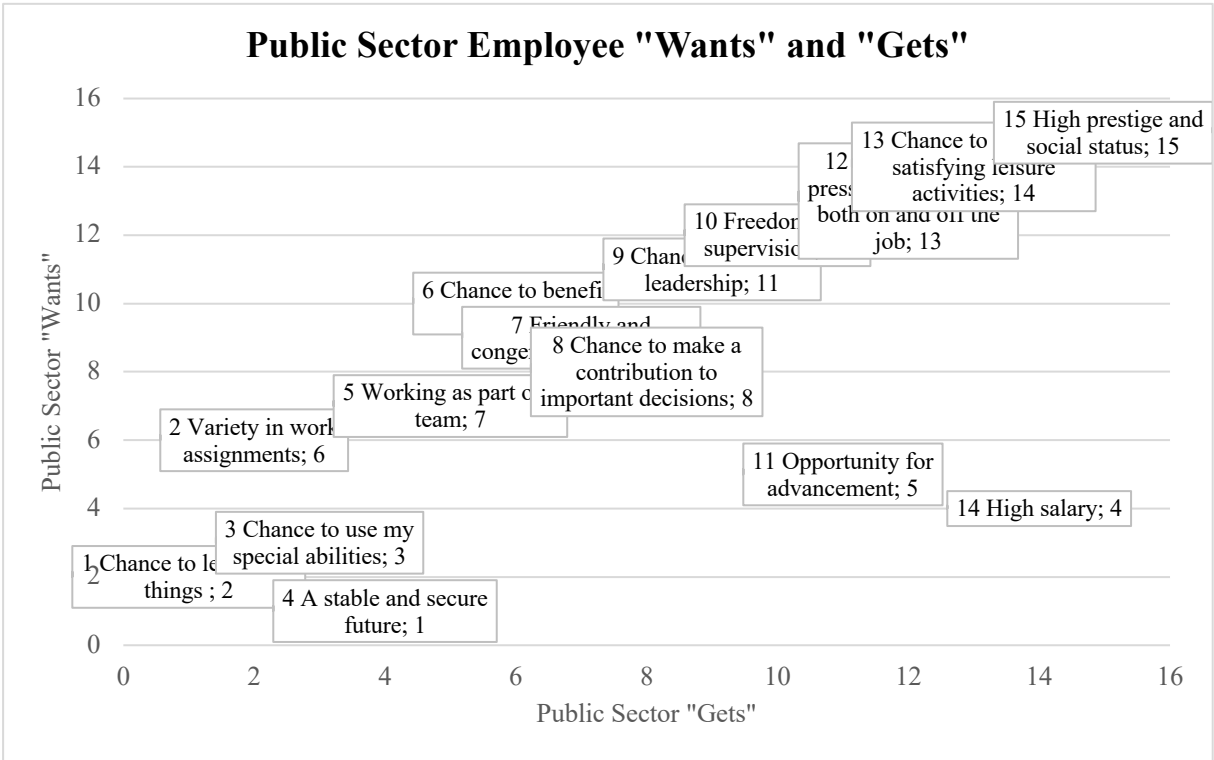


Figure 6 - Public Sector Employee “Wants” and “Gets” (Jurkiewicz et al., 1998)

However, and having in mind the previous collected literature, even though productivity is a consequence of motivation, it is not fully justified by it. There are several factors and variables that interfere with public employees quotidian, and they must be conjugated so that is possible to understand what affect their throughput positively, negatively and have a null impact on it. Notwithstanding the best intentions of several measures and the apparent obvious impact they will cause, they need to be displayed around productivity schema. As we have seen, opposing a cause of dissatisfaction will not necessarily lead to satisfaction besides job satisfaction and motivation to work have to be separated in two different roles (Tangen, 2002; Simpson, 2009; Herzberg, 2017; Saka, 2019). As an example, job security is related to job satisfaction but increasing it without balance will not necessarily stimulate motivation, since some workers can feel too relaxed on their positions and tend to be less productive. On the other hand, increasing job security can make the workers project a long future on that facility so they will be more committed to the establishment and then doing an extra effort to work for a collectively success and increase their individual productivity. There is no pre-defined obvious variables and meanings when dealing with factors that justify public sectors productivity, so it is necessary to study a broader variety of dynamics and inquire workers.

2.5 HERZBERG MOTIVATION TWO-FACTOR THEORY

Frederick Herzberg was a psychologist, famous for proposing the “*Two-Factor Theory*” that aimed to establish a relationship between employee motivation and satisfaction level. As it is show down in Figure 7, this theory does state that job satisfaction and dissatisfaction are not opposites, separating factors in two different categories: hygiene factors and motivators. Based on this concept, even if we found job factors that lead to dissatisfaction, eliminating or opposing them will not necessarily generate satisfaction. Hygiene factors are the same as extrinsic factors since they are not seen as a solution to a problem, but as a prevention to job dissatisfaction, while motivators are similar to intrinsic factors as they are used to increase job satisfaction directly (Herzberg, 2017). According to the findings presented by this author and as depicted in Figure 8, it is crucial for management to thoroughly comprehend the underlying causes of employee dissatisfaction and lack of motivation. By doing so, management can effectively utilize hygiene and motivator factors to address these issues and foster improvements within the organization. This approach entails a deep understanding of the specific nature of employee discontent and identifying the appropriate strategies to enhance their overall motivation and satisfaction. By implementing targeted interventions based on hygiene and motivator factors,

management can create a more conducive work environment and ultimately boost employee morale and productivity. The significance of these findings highlights the importance of a comprehensive and nuanced approach to managing employee motivation and satisfaction in organizational contexts.

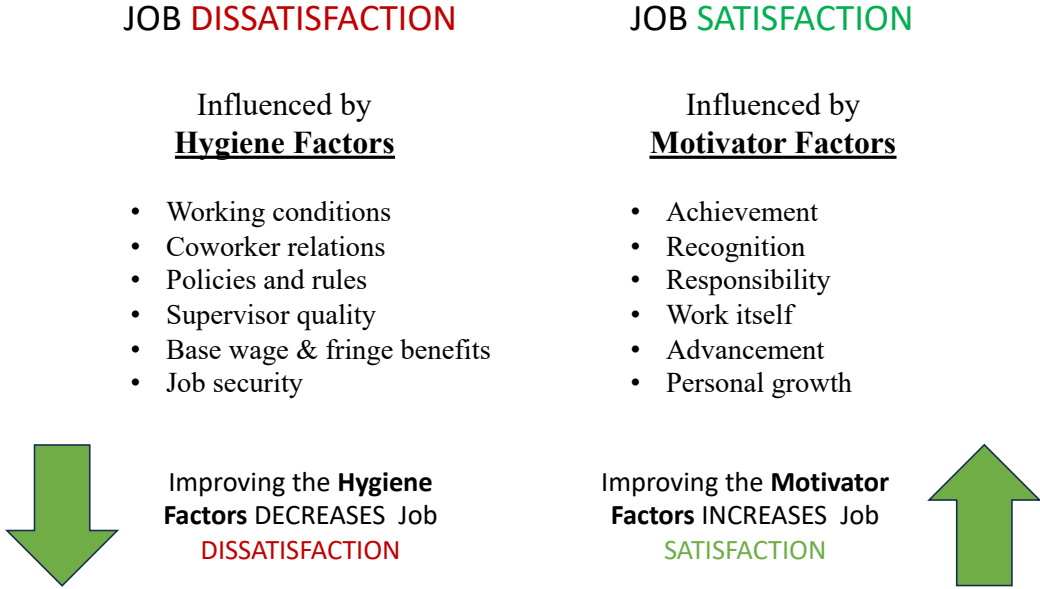


Figure 7 - Herzberg’s Two-Factor Principles – adapted from (Herzberg, 2017)

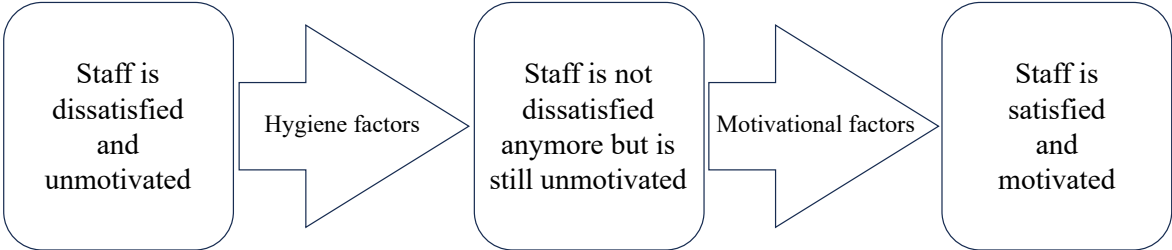


Figure 8 - Herzberg’s Two-Factor Theory – adapted from (Herzberg, 2017)

2.6HYGIENE VARIABLES AFFECTING PRODUCTIVITY

2.6.1 Supervision & Management

Apart from having high and very qualified resources, a proper capital allocation can reveal itself more important than the own quantity of it. Taking this into account, management is also essential as workers may feel they are not taking full advantage of their capacities and not only be unproductive but also demotivate. A good management strategy is the one that do not force the worker to do it but gives him tools and motivation to do it. A proper management approach should reduce the fear of change from the workers view and know to how potentiate

workers abilities not focusing only on data, collective goals, and targets (Milakovich, 1990). On the other hand, besides from real supervision, perceived supervision from the workers is vital as they are more pressured and motivated to work, since positive supervision was considered the best motivator for a public worker (Nimusima & Tumwine, 2016). Besides that, Jurkiewicz et al. (1998) justifies that public workers are more willing to work spontaneously if they feel free from supervision having more individual responsibilities and control from their own job. However, accordingly to Haenisch (2012) public functionaries assumed that the lack of supervision and management was by larger scale what limited them to do their best work and at the same time what bothers them the most at work, being one of the things they would improve if they were in charge.

2.6.2 Bureaucracy

A nation's bureaucracy is the governments weapon to control its citizens, economy, services, corruption, and companies. A higher level of bureaucracy can represent more safety but on the other side, it can be seen as a slowing factor if it is on a higher scale or unnecessary. Having in mind that public sector productivity is also evaluated by the citizens perceived quality of their services, being these workers very often called guilty or inefficient due to system bureaucracy constraints (Milakovich, 1990; Rogger, 2014). Following this consideration, bureaucracy, and red tape (complexity and redundant procedures) was the first thing public workers would eliminate or at least reduce if they were in charge. This bureaucracy is also associated with the organization of public services which requires different corroborations from different departments with lack of communication between them what slows down every process (Haenisch, 2012).

2.6.3 Monetary Remuneration

The eldest and well-known motivation to work is monetary remuneration: the amount of money a worker receives in exchanges for doing something. Due to taxation, there is a significant difference between the gross and liquid wage a worker receives, being high taxation one of the majors complains workers do, since in some cases they only get 50% of the total they earn on gross terms. Despite that, salary is still considered by some as the most correlated variable with individual productivity, performance and job satisfaction (Nimusima & Tumwine, 2016; Saka, 2019). As Haenisch (2012) and Jurkiewicz et al. (1998) found out, there is a

significant difference between the salary a public worker thinks he deserves and the salary he gets, being considered by them as one of the biggest limitations to do their best work and unconsidered as one of the best aspects from their job.

Nonetheless, and as Taylor (1911) pointed out, workers biggest motivator is definitely money, and they should be waged higher accordingly to their performance and penalized if they are not being productive. This theory is likable applied to private sector workers since public workers salary is labelled and they do not receive extra payment bonuses and incentives if they do their job correctly or surpass their maximum. This can represent a danger for individual productivity stimulus because this feeling of receiving the same salary independently from their production output can lead to a negative exponential of individual performance.

2.6.4 Bonuses and Incentives

Accordingly to Saka (2019), bonuses differ from incentives, since bonuses are single payments made typically at the end of the year to prize extraordinary efforts, performance and achievements while incentives are concrete or immaterial advantages, designed to motivate a person or a group to be more productive. Whereas bonuses are decided by hierarchical superiors and are unplanned and a surprise for the worker, incentives define goals and rewards dependently on the achievement of those goals and that's why incentives can be considered to have a greater behavioral and motivation impact since they are a-priori. Subsequently, there is a very positive correlation between bonuses, incentives and public sector performance outputs (Simpson, 2009).

Conversely, if they are not well applied, they can have negative effects on both individual and collective productivity taking in consideration that injustice feeling can lead to moral destruction, destructive competition and teamworking reduction which can ruin public services. Exceptional employees are frequently not rewarded correctly due to the fact public services reward "mathematical" results and not process improvements. This perceived injustice can cause both individual and collective demoralization (Milakovich, 1990).

2.6.5 Work-Environment

Work environment can be defined as a result of an equation that sums technical settings, peer conditions and organizational circumstances, being also the interrelationship that exists within the employees and the environment where they work. Technical settings are all the

digital and modern tools, equipment, software, and objects which are used by the employee to work, while peer condition is seen as the atmosphere that surrounds the workplace and how the workers communicate and interact both on professional and non-professional terms. Finally, organizational circumstances are related to all the conditions provided to give comfort, as climate regulation, services, relaxing and gathering spots, etc. Having this in mind, work-environment affects directly both individual and group productivity (Milakovich, 1990; Saka, 2019). Work environment have undoubtedly a huge impact on productivity but can also be seen as a dangerous aspect, while it is considered by workers as crucial on their performance, it is not pointed out as one of the best aspects of public sectors job (Haenisch, 2012).

2.6.6 Career Progression

Public function reward system is split into ranges and categories evaluating majorly workers experience and antiquity on that service what gives a sense of stability and helps employees to project their life on long-term. Those benefits are set to be wage increases, working time reductions and internal promotions, but there is almost nothing more doable to step up the next ranking apart from time passing which can take workers to see career progression as something guaranteed. This lack of autonomy of public sector meritocracy career recognition contrasts with the private sector, being pointed out as one of the most disadvantages of it (Milakovich, 1990; Saka, 2019).

2.6.7 Job Security

A stable and secure future is assumed by public employees as their biggest desire and motivator from their job and is actually one of the few necessities that are fulfilled by the government supervisors (Jurkiewicz et al., 1998). Job security is described as the confidence degree which employees face their future or the probability they have to keep their jobs, having little chance to become unemployed or get fired. Contrarily to the private sector, public jobs are seen as one job for the career, which reduces market autonomy and has job security as his guarantee. This lack of autonomy in management organizations and firing system is a risk to individual unproductivity since it is considered almost impossible for a public worker to get demitted (Milakovich, 1990; Saka, 2019).

2.6.8 Work-Life Balance

Balancing both professional and personal employees' life is seen as one of the biggest challenges to exploit all worker's potential taking in account if the worker is not stable mentally, he can't perform good. Work-life balance is pointed has been played an important role on women insertion at work market and some of its measures that were temporary during Covid-19 pandemic proved that they came to stay. Those procedures integrate workplace playschools, long-term absents to take care of family members, flexible working hours, tele-working allowance, working time account and part-time shifts (den Dulk & Groeneveld, 2013).

2.6.9 Fringe Benefits

Nowadays, the final salary is much more than the stated monetary and quantified remuneration the employee earns at the end of the month. Fringe benefits are considered extra compensation mechanisms to fulfill workers needs and stimulate their job satisfaction and performance. Advantages as these have been increasing a lot through the years and are simultaneously a way for the employer to escape taxation, limiting his monetary fluxes and also a competitive measure on free work markets. Although fringe benefits have not a direct impact on productivity, they are strongly and relatively correlated with job motivation that stimulates it (Bergmann et al., 1994). In order to contest with private sector, public organizations provide several fringe benefits, extendable to relatives or dependents, including health care programs, sick payments, service computer and car, vacation pay, education plans and discounts on partner associates. As the name suggests, fringe benefits are an extra that goes beyond the basic salary and are truly considered when accepting a job since they focus on enhancing the employees lifestyle (Saka, 2019).

2.6.10 Technology

Technological tools can be seen as apparent productivity enhancer since they are not susceptible to feelings, bad days, emotions, distractions and consequently errors. Despite machine learning techniques, technology can never be seen by workers as a competitor, but as a helping tool that enables them to reach higher levels of productivity with desirably less effort. Technological evolution is correlated with a general productivity increase, even though people apparently work less or with less effort (Abernathy & Townsend, 1975; Dunleavy, 2017). Having technology acceptance as its core subject , Davis (1989) proposed the *Technology Acceptance Model (T.A.M)*.

Technology acceptance model (Davis, 1989) is a schema that evaluates the real effect of a technology on both process and workers daily since it assesses the openness to learn a new tool and how it impact that service productivity. A high capital investment would mean nothing if the workers were not open to use it or are not qualified to incorporate it on their quotidian. Following, it's important to define what causes people to accept or reject certain technology.

The schema designed by Davis (1989), and show down in Figure 9, is composed by two measurable variables named “perceived usefulness” and “perceived ease of ease” which connects to the attitude toward using and the behavioral intention to use, being finally evaluated the actual system use. As the name suggests, the attitude toward using is the feeling or general impression the worker has from determined technology, influencing with perceived usefulness directly the behavioral intention to use, which is the factor that leads or not a person to use determined technology (Davis, 1989).

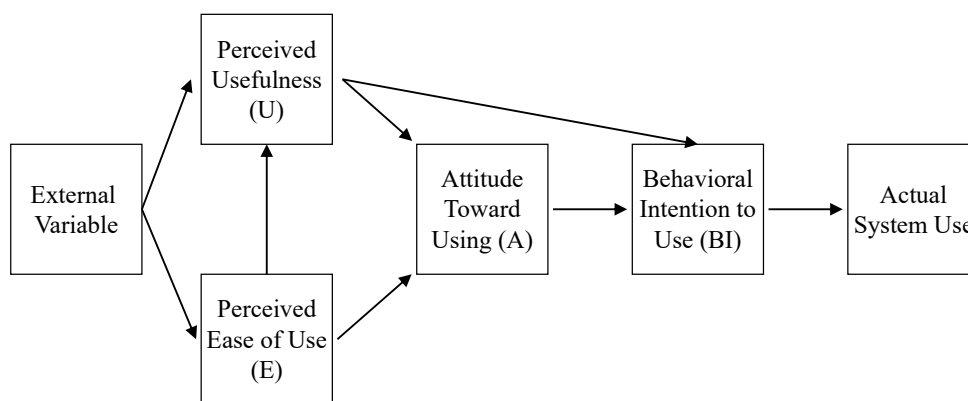


Figure 9 - Technology acceptance model (Davis, 1989)

Accordingly to Davis (1989, p.320), perceived usefulness can be described as “*the degree to which a person believes that using a particular system would enhance his or her job performance*”. Usefulness can be calculated as the likelihood that applying a new technology to workers normal procedures will benefit both individual efficiency and department functioning. Perceived usefulness can be interpreted by the user in several ways, as time saving and quality improvement being the ideal tool for carrying out the responsibility and stimulate productivity (Ismail et al., 2021).

Davis (1989, p.320) described perceived ease of use as “*the degree to which an individual believes that using a particular system would be free from physical and mental effort*”, converting easy to use perceived applications more likely to be accepted by users. Since

effort is a finite resource, it's saving through technology use, might mean a work reallocation efficiency, leading to productivity increase. Perceived ease of use sensation is traditionally accomplished through simple to use and easy to read technology (Ismail et al., 2021). Perceived ease of use also influences perceived usefulness because "*the easier the system is to use, the more useful it can be*" (Venkatesh & Davis, 2000, p. 187). Furthermore, evidence has been found between information technology acceptance and employee performance using Technology Acceptance Model (TAM). A good perceived usefulness and perceived ease of use can be translated into a better attitude toward using the system increasing productivity (Ismail et al., 2021). A technology easily perceived to acquire, will be anticipated to be more useful to the user since it's connected directly (Davis, 1989).

2.7 MOTIVATOR VARIABLES AFFECTING PRODUCTIVITY

2.7.1 Training

Teaching and challenging both new and existent workers can be assumed as the key to progress and department service evolution. Training goal not only seeks a better human performance but also conjugates their soft and unique skills with the needs and goals. The acquirer of new skills along with long term learning and re-education, plays an important role on productivity enhancing efficiency and effectiveness seeking. A higher number of employees is not a guarantee of a productivity gain, while training spending not only tends to increase productivity directly, but also worker motivation (Milakovich, 1990; Rogger, 2014; Nimusima & Tumwine, 2016; Saka, 2019). Apart from training, knowledge management techniques are gaining more credentials and being valued since it's the way service processes are disposed being possible to extract wisdom from data, after information and knowledge stages. Knowledge management explores and values workers different types of knowledge: explicit and tacit knowledge. Explicit is a replicable knowledge that can be easily captured and written down in databases, paperwork, and instruction manuals, being easily transmitted or learned with a high degree of accuracy {Citation}. On the other hand, tacit knowledge is people dependent, since it is the set of skills that they have on their minds, being much less tangible and perceived by others on an initial stage. This type of knowledge is gained and developed through workers life in its plenitude and its evidenced when a trouble or a new situation appears, measured by how workers solve and deal with it (Nonaka, 1991; Cong & Pandya, 2003).

Overwhelmingly, chances to learn new things as well as to use their special abilities is enhanced as the major want by public workers. Nevertheless, training deficit is still pointed out by workers as one of the major limitations to be productive at work and also unconsidered as one of the best aspects of their job, evidencing the stagnation of public sector progress and evolution (Jurkiewicz et al., 1998; Haenisch, 2012).

2.7.2 Meritocracy Recognition

Recognition is the acknowledgement from both peers and supervisors of an undoubtable accomplishment and conduct of the worker individually. Recognize meritocracy is a motivator to keep going and to inspire others to perform even better and overcome their own limits. Despite being vital, some kind of meritocracy recognition is expected by almost every worker when proficiently accomplish the assigned task, turning it a demotivation factor whilst it doesn't happen (Nimusima & Tumwine, 2016). Enhancing its importance, recognition does not always have to come from supervisors, peers, or a tangible reward, just to be noticed, otherwise workers will think it's effortless and unnecessary, independently on how hardworking and productive they be. This feeling, allied to the perceived productivity of its peers, can both encourage or discourage the employee to be excellent, exalting the sense of disbelief as it may look the same to yield good or bad. The lack of recognition is underlined by several public workers as not only one of the bothers they have, but also a limitation to be more productive (Haenisch, 2012).

2.7.3 Responsibility

Accordingly to Taylor (1911), responsibility is defined as the number of workers or tasks in charge of a supervisor and when something goes wrong, the responsible is easy to find and be penalized turning that the major reason why supervisors and most productive and responsible workers should be paid higher. Spoiled by the public opinion about public sector inefficiency and unproductivity, former state secretary Nunes (2022) tried to adopt Taylor's management and punishment system to public function. Notwithstanding those efforts, penalties had a negative impact on workers productivity and responsibility, taking in account they started to refuse responsibilities and to take decisions. The well-intentioned schema slowed processes and decision making as public services kept asking for opinions from each other, justified by wage punishment anxiety. Subsequently, the solution passed from not only increasing employees desire from responsibility as a reward and positive aspect, but also to take out pressure from workers so that they were not afraid anymore of failing and responsibility.

Connected to knowledge management techniques, failure must be seen as an apprenticeship and transformed to both explicit knowledge to new workers and tacit to the existing ones, preventing recidivism and time wasting (Nonaka, 1991). Sense of achievement, allied to the job itself are considered by several public workers as one of the best aspects from their jobs, transforming both responsibility and mutual meritocracy recognition as a motivator to be more productive (Haenisch, 2012).

2.8 VARIABLES AND AUTHORS

Gathering all the variables extracted from several types of reviewed literature, Table 2 sums up findings and authors and verifies the mention of both hygiene and motivator factors by analyzed authors.

Table 2 - Factors affecting productivity according to authors

Hygiene Factors										Motivator Factors			References
Supervision & Management	Bureaucracy	Monetary Remuneration	Bonuses & Incentives	Work-Environment	Career Progression	Job Security	Work-Life Balance	Fringe Benefits	Technology	Training	Meritocracy Recognition	Responsibility	Authors
✓		✓								✓		✓	(Taylor, 1911)
									✓				(Abernathy & Townsend, 1975)
									✓				(Davis, 1989)
✓	✓		✓	✓	✓	✓				✓		✓	(Milakovich, 1990)
													(Nonaka, 1991)
								✓					(Bergmann et al., 1994)
✓		✓				✓				✓			(Jurkiewicz et al., 1998)
									✓				(Venkatesh & Davis, 2000)
										✓			(Cong & Pandya, 2003)
			✓										(Simpson, 2009)
✓	✓	✓		✓						✓	✓	✓	(Haenisch, 2012)
							✓						(den Dulk & Groeneveld, 2013)
	✓									✓			(Roger, 2014)
✓		✓								✓	✓		(Nimusima & Tumwine, 2016)
									✓				(Dunleavy, 2017)
		✓	✓	✓	✓	✓		✓		✓			(Saka, 2019)
									✓				(Ismail et al., 2021)

3 - PHONE INTERVIEWS, HYPOTHESIS AND MODEL

Despite the literature reviewed above and taking in consideration the specificity and uniqueness of Portuguese workers and public function, it was thought necessary to validate the final variables and results. Performing a mixed methods approach, research that uses both qualitative and quantitative data in a single project, it will guarantee robustness to the study and will ask different public workers to validate constructs found in the literature. These two approaches will be joined through *connection*, where phone interviews will be performed with data gathered on the literature review (Halcomb & Hickman, 2015). Throughout phone interviews, 3 workers from distinct areas will be invited to evaluate from 0 to 10 the impact that all the 13 variables previously found had on their final productivity and motivation to work. The variable description is based on the authors earlier mentioned and at the end is left freedom to the workers to add new variables to the study and evaluate them, being them also used and tested on the phone call made afterwards. After validating the variables with the workers, the structure equation model will be built following the construct and hypothesis definition. In order to test the hypothesis, data will be needed, and that is why it is going to be necessary to build a questionnaire with validated assumptions. This questionnaire is intended to be spread all along both public administration and public function workers, providing the necessary data to test the structured equation model and then interpret results. All these steps are displayed through Figure 10 below.

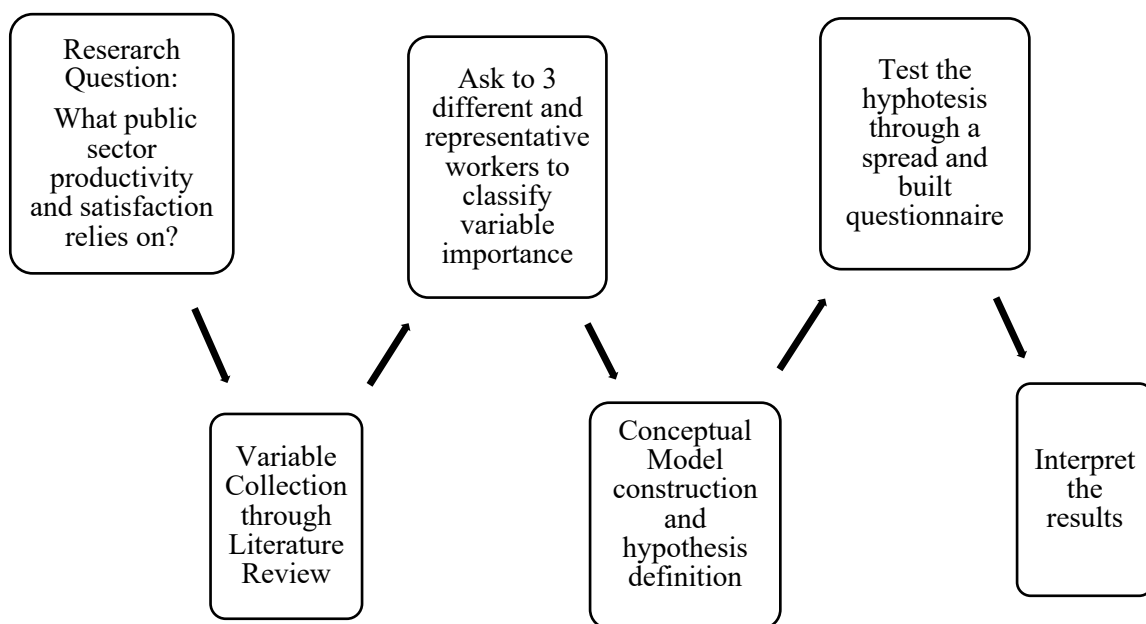


Figure 10 - Methodology schema

3.1 PHONE INTERVIEWS

Although the phone interviews yielded successful outcomes, supported by high impact scores, the first respondent expressed difficulty in providing answers and evaluating the variables. This challenge arose due to the realization that certain variables could significantly affect both productivity and unproductivity, depending on fair levels. In particular, the respondent found it challenging to assert that job security directly impacted their productivity, as they also perceived an excess of job security to be a contributing factor to disinterest and complacency among their colleagues. Despite being recognized in the literature as one of the major influencers of productivity, job security received low importance ratings. This discrepancy can be attributed to the prevalence of excessive job security within the public sector, where workers no longer view it as a motivator or advantageous aspect to consider.

Upon discussing and validating this perspective with other participants towards the end of their interviews, a similar sentiment was expressed by the third respondent. These insights prompted a realization that it is both interesting and necessary to delve deeper into studying the barriers to productivity caused by the functioning and structure of the public sector system. This new hypothesis, which was briefly mentioned in the literature review, requires further *corroboration*: by utilizing the results of one research method to validate the findings of another (Halcomb & Hickman, 2015). Notably, Table 3 has been updated with additional variable insights, namely Job Passion and Stress, which were discovered during the interviews

Table 3 - Phone Interviews: Factors affecting productivity and satisfaction

Factors	Description	1 st interviewee evaluation (Teacher)	2 nd interviewee evaluation (IT director)	3 rd interviewee evaluation (Nurse)
Supervision & Management	Human resources management, decisions and supervision (Milakovich, 1990).	8	7	6
Bureaucracy	All necessary steps and procedures needed to perform a task (Milakovich, 1990).	5	4	5
Monetary Remuneration	Money earned (Taylor, 1911).	8	8	6

Factors	Description	1st interviewee evaluation (Teacher)	2nd interviewee evaluation (IT director)	3rd interviewee evaluation (Nurse)
Bonuses & Incentives	Bonuses for working and incentives to work better (Haenisch, 2012).	6	5	5
Work-Environment	Surrounding environment and components of a workplace (Saka, 2019).	9	8	7
Career Progression	Hierarchical payment reception and positions (Milakovich, 1990).	7	7	5
Job Security	Confidence level of job stability (Saka, 2019).	5	6	4
Work-Life Balance	Balancing and time management that the schedule allows to do (den Dulk & Groeneveld, 2013).	9	7	8
Fringe Benefits	Variety of benefits as health care and other advantages (Saka, 2019).	7	7	6
Technology	Technological tools that help to do the job (Abernathy & Townsend, 1975).	8	9	8
Training	Formation across work life allied to opportunities to put knowledge in practice (Milakovich, 1990).	9	8	9
Meritocracy Recognition	Recognition of merit for supervisors, peers, customers and own (Haenisch, 2012).	9	9	8
Responsibility	Decision power and people and tasks in charge and dependent from a worker (Taylor, 1911).	6	7	8
Job Passion / Commitment	Interview insight.	9	7	9
Stress	Interview insight.	-	9	10

The newly conducted phone interviews have revealed interesting and valuable insights that necessitate adjustments to the structured equation model. Specifically, variables such as Injustice Feeling, Lack of Peer Productivity, and Stress have emerged as important independent variables and will be included in the revised model. These additional variables, derived from the interviews, aim to contribute to a comprehensive understanding of job satisfaction and productivity. To maintain a positive tone in the questionnaire, the term "productivity" was

chosen instead of "unproductivity" to avoid implying that public sector workers are unproductive, which could cause discomfort among participants.

Given the complexity of the model and the anticipated length of the questionnaire, certain variables identified in the initial literature review were excluded, while others were merged or combined based on insights obtained from both the authors' table (Table 2 above) and the findings from the phone interviews. Through the use of an integrated mixed methods approach, including the analysis of second-round interview results and a comprehensive review of all interviews, some paradoxes and contradictions found in the literature research have been clarified. This slight shift in the project's direction and objectives is justified by the expansion of knowledge and understanding brought about by the different methodological results (Halcomb & Hickman, 2015). Table 4 below presents the answers obtained during the second round of phone interviews.

Table 4 - Phone Interviews: Factors affecting unproductivity and dissatisfaction

Factors	Description	1st interviewee evaluation (Teacher)	2nd interviewee evaluation (IT director)	3rd interviewee evaluation (Nurse)
Supervision & Management	Human resources management, decisions and supervision (Milakovich, 1990).	8	9	9
Bureaucracy	All necessary steps and procedures needed to perform a task (Milakovich, 1990).	2	8	3
Monetary Remuneration	Money earned (Taylor, 1911).	7	8	9
Bonuses & Incentives	Bonuses for working and incentives to work better (Haenisch, 2012).	6	7	8
Work-Environment	Surrounding environment and components of a workplace (Saka, 2019).	8	6	8
Career Progression	Hierarchical payment reception and positions (Milakovich, 1990).	9	8	9
Job Security	Confidence level of job stability (Saka, 2019).	8	9	7

Factors	Description	1st interviewee evaluation (Teacher)	2nd interviewee evaluation (IT director)	3rd interviewee evaluation (Nurse)
Work-Life Balance	Balancing and time management that the schedule allows to do (den Dulk & Groeneveld, 2013).	6	8	9
Fringe Benefits	Variety of benefits as health care and other advantages (Saka, 2019).	8	7	8
Technology	Technological tools that help to do the job (Abernathy & Townsend, 1975).	3	1	3
Training	Formation across work life allied to opportunities to put knowledge practice (Milakovich, 1990).	4	8	8
Meritocracy Recognition	Recognition of merit for supervisors, peers, customers and own (Haenisch, 2012).	9	9	9
Responsibility	Decision power and people and tasks in charge and dependent from a worker (Taylor, 1911).	4	7	7
Feeling of Injustice	Interview insight.	9	8	9
Perceived unproductivity of others	Interview insight.	-	8	9
Stress	Interview insight.	-	9	10

3.2 CONSTRUCT DEFINITION

Following the mixed methods research approach, alongside literature review insights, phone call interviews outcomes were also incorporated as constructs, being before validated by literature and authors. Performing phone calls was useful to bolster found constructs and to pre-validate them through respondents which belong to final sample inquire. As a result of these analysis, there were defined the final constructs, to be proposed on the conceptual model, which are presented in Table 5.

Table 5 - Construct Definitions

Construct	Construct definition	Reference
Work-Environment	Work environment can be defined as a result of an equation that sums technical settings, peer conditions and organizational circumstances, being also the interrelationship that exists within the employees and the environment where they work.	(Milakovich, 1990; Saka, 2019)
Work-Life Balance	Balancing both professional and personal employees' life is seen as one of the biggest challenges to exploit all worker's potential and to contribute to stable stress reduction and mental health conditions	(den Dulk & Groeneveld, 2013)
Stress & Mental Condition	Mental condition & stress is related to all direct and indirect pressure on workers top, and with the mental health predisposition to perform and be productive.	(Weinberg et al., 2010)
Job Security	Job security is described as the confidence degree which employees face their future or the probability they have to keep their jobs having little chance of becoming unemployed or get fired.	(Milakovich, 1990; Saka, 2019)
Career Progression	Public function reward system is split into ranges and categories evaluating majorly workers' experience and antiquity on that service what gives a sense of stability and helps employees to project their life on long-term	(Milakovich, 1990; Saka, 2019)
Lack of Other Workers Productivity	Lack of other workers' productivity can be seen as the perception and evaluation by a worker from its peers.	(Koopmans et al., 2014)
Remuneration methods	Remuneration methods include all the fringe benefits and monetary rewards as a payment for monthly job completion.	(Jurkiewicz et al., 1998; Haenisch, 2012; Saka, 2019)
Supervision and Management	Apart from having high and very qualified resources, a proper capital allocation can reveal itself more important than the own quantity of it. Taking this into account, management is essential as workers may feel they are not taking full advantage of their capacities and not only be unproductive but also demotivate.	(Jurkiewicz et al., 1998; Haenisch, 2012)

Construct	Construct definition	Reference
Perceived Injustice	Injustice feeling can lead to moral abolishment, destructive competition and reduce team working, which can ruin public services. Exceptional employees are frequently not rewarded correctly because public services reward as a whole. This perceived injustice can cause both individual and collective demoralization.	(Aslam et al., 2018)
Job Satisfaction	Job satisfaction evaluates contentment degree with a worker's employment, comparing their wants/ expectations about their job providers and what they get.	(Aruldoss et al., 2020)
Organizational Commitment	Job passion and professionalism are some elements that describe organizational commitment, seen as the attachment degree which a worker has to his job and institution.	(Vigoda-Gadot & Kapun, 2005)
Negligent Behavior	Negligent Behavior is a set of actions where the employee consciously reduces its willingness to perform good, attention to tasks and interest.	(Vigoda-Gadot & Kapun, 2005)
Productivity	Productivity can be defined as a measure of the rate at which output of goods and services are produced per unit of input. Perceived productivity is how close to the maximum performance potential a worker is displaying.	(Taylor, 1911; Tangen, 2002; Krawchenko, 2021)

3.3 HYPOTHESIS FORMULATION

Precepting an unfairness leads to motivation loss and to an indifference sentiment that negatively correlates with job approval, being this unfairness from the procedures, recognition, interactions, favoritism or structural (Saleem & Gopinath, 2015). On an hypothesis model, Aslam et al. (2018) found out that injustice on its overall is negatively related with employee disposition to work and satisfaction. Taking in consideration all negative feelings and demotivation factors associated with perceived work injustice in its all, public functionaries

will get to a disinterest point which decreases their satisfaction and willingness to work (Lira, 2014). The organizational agreement is strongly justified by the organizational injustice, where an unfair place has necessarily several uncommitted workers. Employee satisfaction is then strongly and positively justified by organizational justice (Khattak et al., 2020; Fatima, 2021). The displeasure reaction to organizational decision fairness, leads to a demoralization and discouragement to work harder, being perceived fairness correlated to final individual levels of contentment (Schaubroeck & Lam, 2004). The amount of injustice and unfairness perceived by public workers lead them not to evaluate it as the best organization to work for, tending to reduce satisfaction among its workers on an negative relationship (Vigoda-Gadot & Kapun, 2005). Henceforward, it is hypothesized that:

H1: Perceived Injustice has a negative effect on Job Satisfaction.

Work environment is composed by technical settings, peer conditions and organizational circumstances, being the interrelationship that exists within the employees and the environment where they work. Work-environment has a huge impact and is strongly related with job satisfaction, taking in consideration that a healthier work-environment will lead to a lower stress level (Weinberg et al., 2010). Constructing a well-planned and comfortable environment, with the best surrounding items, most recent and developed tools, and a team working relationship will necessary lead to an individual satisfaction (Milakovich, 1990). On a study conducted by Haenisch (2012), public sector workers have also strongly assumed that work-environment was not one of the best aspects of working on state-owned companies and services, leading to inevitable negative connection to pleasure. Contrarily to other dimensions, both physical and psychological work-environment leads to job approval. Apart from that, Clausen et al. (2019) also found that when shaping the work-environment, not only job factors but also relational factors are at play. Ignoring the strong relationship between work-environment with both dimensions of job satisfaction will lead to dissatisfaction and ultimately to lack of interest and performance decreasing (Raziq & Maulabakhsh, 2015). Accordingly to Herzberg (2017), work conditions do not necessarily lead to job satisfaction, as they are an hygiene factor, but will certainly lead to job dissatisfaction decrease, if they are well practiced. Therefore, it is hypothesized that:

H2: Work-Environment has a positive effect Job Satisfaction.

Stress and mental condition associated to burnout symptoms have a positive and strong relation with job dissatisfaction, where a stressed worker tends to be more dissatisfied, taking in consideration its lower predisposition to approach his work (J. Singh, 2000). Results showing an inverse but strong relationship between stress and satisfaction were tested and found (Bui et al., 2021). Saleem & Gopinath (2015) established a strong and positive relationship between stress and the deviation on both individual and job happiness. Some research about stress definition, automatically links it with fewer well-being, and natural satisfaction reduction (Weinberg et al., 2010). Beyond mental condition, work stress can be related to the work itself, work harassment and lack of psychological assistance enabling a negative relationship where high stress stages lead to low performance levels (Ehsan & Ali, 2019). When work starts to intersect with individual mental condition, it will negatively affect job satisfaction, taking in consideration that if a worker is perceiving stress due to his job, he can't be satisfied with it (Halkos & Bousinakis, 2010). Hence, it is hypothesized that:

H3: Stress & Mental Condition affect Job Satisfaction on a negative way.

The equilibrium between both professional and personal employees' life is seen as one of the biggest impactors of job satisfaction and contentment degree, being significantly and positively related (Aruldoss et al., 2020). Work-life as a balancer of employees' life is seen as one of the biggest challenges to exploit all worker's potential taking in account if the worker is not satisfied, he can't definitely perform good (den Dulk & Groeneveld, 2013). It has also been proven that both familiar and work supplies, financial crisis and familiar problems have a strong impact on his mental fulfillment (Weinberg et al., 2010). A conflict between work-life and private-life causes tension and frustration within the employees (Clausen et al., 2019). Rani et al. (2010) performed a study that aimed to evaluate the work life balance reflections on job satisfaction, verifying a significant correlation between this connection, recommending a strong emphasis on work life balance to reach satisfaction. As an Hygiene factor, job policies and rules that compose work life balance are seen as a way to decrease job dissatisfaction (Herzberg, 2017). Hence, it is hypothesized that:

H4: Work-Life Balance positively affects Job Satisfaction.

Despite its best intentions, career progression methods are sensitive since can they easily lead to dissatisfaction, not only through the way it's done but who progresses into the next reward ranking (Lira, 2014). Apart from time waiting, and some evaluation methods, there is

almost nothing more than a public worker can do to progress on its career. Having an a-priori knowledge about the career progression not only gives the necessary stability to a worker life, but also helps him projecting his future and to know what to count about (Milakovich, 1990; Saka, 2019). The absence of meritocracy and recognition on careers is pointed out as being one of the most dissatisfaction and injustice factors when it doesn't happen, or when it happens to a worker not tended to receive it (Nimusima & Tumwine, 2016). Lira (2014) found out that both quota existence and favoritism associated to the unrecognition on career progression methods were the cause of the injustice felt by the employees, representing a positive relationship. Perceiving the career progression of a colleague, being an individual passed over instead of him, leads to the perception of injustice, demotivation and bad environment at work (Schaubroeck & Lam, 2004). Since public jobs are usually projected to a life job translating into a career and safeness, they will ultimately have an impact on job satisfaction and that's why, even though some contest, highlighted before, public jobs are still recommended and wished by several (Rani et al., 2010). Job happiness and justice is strongly and positively related with meritocracy recognition by both peers, society and superiors (Greenberg, 1987). Herzberg (2017) also considered a direct relationship between recognition and job satisfaction increasing, since it is considered a motivator. Henceforward, it is hypothesized that:

H5: Career Progression Methods & Recognition has a positive effect Job Satisfaction.

Peers perceived performance by an individual is related to job satisfaction, in a way that the worst the collective perceived productivity is, the bigger the revolt sentiment and dissatisfaction will be (Schaubroeck & Lam, 2004). Noticing a peer is not highly demanded as the individual, naturally changes the overall job satisfaction, since the team is not performing equally and close to its maximum, reducing individual commitment to productivity (Castelle, 2017). Lira (2014) hypothesized and highlighted perceived unproductivity as one of the justifications to job demoralization and individual productivity. Apparent unproductivity was also considered by Milakovich (1990) as one of the biggest demotivation factors and challenges of public function. There is a clear and undeniable relationship between perceived productivity and productivity commitment, where the increase of productivity perception will necessary lead to a job satisfaction and work commitment increase and vice-versa, as it is shown by moderation analysis (Castelle, 2017). Consequently, it is hypothesized that:

H6a: Lack of Other Workers Productivity negatively affects Job Satisfaction.

H6b: Lack of Other Workers Productivity directly affects Productivity on a negative way.

Remuneration of a job is tended to decrease dissatisfaction level of an individual (Herzberg, 2017). However the relationship between the existing remuneration methods and individual productivity that occurs within state-owned companies and services is not clear (Saka, 2019). The perception of a wrongly distribution of monthly payments translates in an injustice feeling and job dissatisfaction, not only for feeling that the wage do not corresponds to the effort, but also of noticing others earning more and apparently working less, being responsible for both productivity loss and having an huge impact on satisfaction (Greenberg, 1987). The remuneration system strongly stimulates and connects to dissatisfaction, taking in consideration it has general gross rules and do not evaluate individuals case by case (Lira, 2014). The employees perception of a same level productivity colleague is rewarded more is a strong factor that leads to motivation loss and feeling they are not wholly responsible for the tasks initially assigned, breaking productivity levels (Nimusima & Tumwine, 2016). Labeled remuneration occurring on public services, not only has an impact on job satisfaction but also on productivity, however potentially lower than in private companies (Aruldoss et al., 2020). Taylor (1911) stated that the key variable to productivity increase and satisfaction is definitely money and wages, nevertheless alerted that a non-productive worker should be penalized or fired. Subsequently, it is hypothesized that:

H7a: Remuneration Methods positively affects Job Satisfaction.

H7b: Remuneration Methods has a positive effect on Productivity.

Job security is generally seen has one of positive aspects of a job, where the acceptance of the hypothesis stating a positive relationship between it and job satisfaction means a positive association between them (Imran, 2015). However Judeh (2012) found out that it can be strongly related with lack of productivity. On his statement, a strong job security can lead to aloofness and disinterest of some workers, leading to a surprisingly relationship with perceived productivity by workers and public opinion. The one-job for the career term associated to public sector jobs is seen as the main cause of happiness among workers, although it can become very

dangerous because the lack of autonomy of the firing system, leading to lack of willingness and demotivation among employees (Milakovich, 1990; Jurkiewicz et al., 1998; Aruldoss et al., 2020). Job security is related to productivity, however in public function case, due to its levels of specificity and subjectivity, this relationship may be in danger and unclear, even though it should be considered as a positive impacting element (Saka, 2019). P. Singh & Pant (1982) found out excessive job security as being one of the biggest problems in public function, pointed out by managers, relating it to perceived injustice and job satisfaction. The continuance commitment, explained by fear of job loss, was finally pointed out as being a positive and strong relationship with employees' good perceptions and productivity (Castelle, 2017). Finally, the value a worker gives to job security is mutant, depending on economy recession or expansion moment, where public function workers usually are less worried to get fired (Artz & Kaya, 2014). Even though its unclear relationship with productivity and satisfaction, public sector still uses job security as one of its major weapons when competing to private sector, assuming it as a positive influence element. Henceforth, it is hypothesized that:

H8a: Job Security positively affects Job Satisfaction.

H8b: Job Security has a positive effect on Productivity.

Accordingly to Halkos & Bousinakis (2010) findings, satisfaction greatly affects productivity, even if satisfaction is a variable composed by very subjective elements dependently on the value each person gives to them. Job satisfaction has a high impact and correlation with productivity, being this relation moderated by job complexity. However, taking in consideration job specificity and broadness of public sector, this impact on productivity defers, being higher in high complexity jobs than in low complexity jobs (Kumari & Pandey, 2011). Bad behaviors or actions that will consciously not be beneficial to the company will also be avoided or reduced by a satisfied worker being this lack of individual performance negatively dependent from job satisfaction (Vigoda-Gadot & Kapun, 2005). When assessing the relationship between motivation and productivity, Nimusima & Tumwine (2016) found out a high and positive association between these two variables, stating further job satisfaction as the connecting element that directly impacts productivity. Employee satisfaction is positively associated with both individual and organizational productivity, meaning that if the job satisfaction level among employees is high, productivity will be increased (Imran, 2015). Consequently, it is hypothesized that:

H9: Job Satisfaction has a positive effect on Productivity.

Negligent behavior is a result of accumulated dissatisfaction and frustration an individual has, ending to stay on the company without commitment and reflecting on unproductive activity (Vigoda-Gadot & Kapun, 2005). As a consequence of discordance with procedural and organizational injustice, worker ends up effortless and understanding to perform worst and be counterproductive, being found a negative relationship with behavior commitment and productivity on the public sector (Vigoda-Gadot & Kapun, 2005; Khattak et al., 2020). The acceptance of job injustices and dissatisfactions without having turnover intentions is a public sector problem, reflecting those feelings on a performance behavior and productivity decrease (Fatima, 2021). Even though having conscious of the correlation between its negligent performance and productivity decreasing, some workers still tend to give in (Castelle, 2017). Negligent behavior is seen as consciously putting in less effort than the worker could and knew, translating into a strong and negative relationship with individual productivity (Vigoda-Gadot & Kapun, 2005). Therefore, it is hypothesized that:

H10: Negligent Behavior has a negative effect on Productivity.

Organizational commitment evaluates how compromised the employee is with his corporation and job, establishing a strong and positive relationship with effort amount a worker puts on his tasks, meaning perceived productivity (Castelle, 2017). Despite the impact organizational injustices and negligent behaviors have on productivity, this relationship is found to be attenuated by the natural commitment a worker has to his organization and profession. This compromise degree increases the amount of effort and sacrifice a worker is willing to pass by his employer and company, as well as reduces the harassment behaviors a worker has to negligently underperform (Fatima, 2021). Organizational commitment is correlated with self-reported absenteeism where more commitment leads to less absenteeism and consequently to productivity and effort increases (Vigoda-Gadot & Kapun, 2005). Companies are looking to increase collective productivity without interfering with commitment levels from their workers, since when they ask too much and surpass initial agreements, organizational commitment will decrease and productivity consequently too (Imran, 2015). Henceforth, it is hypothesized that:

H11a: Organizational Commitment positively affects Productivity.

H11b: Organizational Commitment moderates the relationship between Negligent Behavior and Productivity on a positive way.

A good supervision and management was hypothesized and tested as being the perfect vehicle to increase individual productivity (Aslam et al., 2018). Bad management allied to favoritism and poor or inexistent supervision is strongly related to lack of willingness to work, justified also as a bad human and capital resource allocation (Lira, 2014). Haenisch (2012) also pointed a relationship where supervision and bad management were found out to be one of the major limitations for a worker to perform better and explore its potential. Managing is directly correlated with productivity, since managing englobes a people dependent decision task, which will always lead to someone's disagreement, having the manager the duty to reduce that risk and promote fairness and performance increases (Milakovich, 1990). The perception of absence or inadequate supervision, not only leads a productive worker to reduce its motivation to work, but also gives the chance to a lazy worker to remain quiet and slow, originating collective performance and teamworking decreases (Castelle, 2017). On a hierarchical pyramid proposed by Taylor (1911) and used several times over the history, a superior or manager is responsible for the ones below him and their productivity. Hereafter, it is hypothesized that:

H12: Supervision and Management positively affects Productivity.

Table 6 below represents a summarization about the hypothesized relationships and the impacts they will have on the two dependent variables under study.

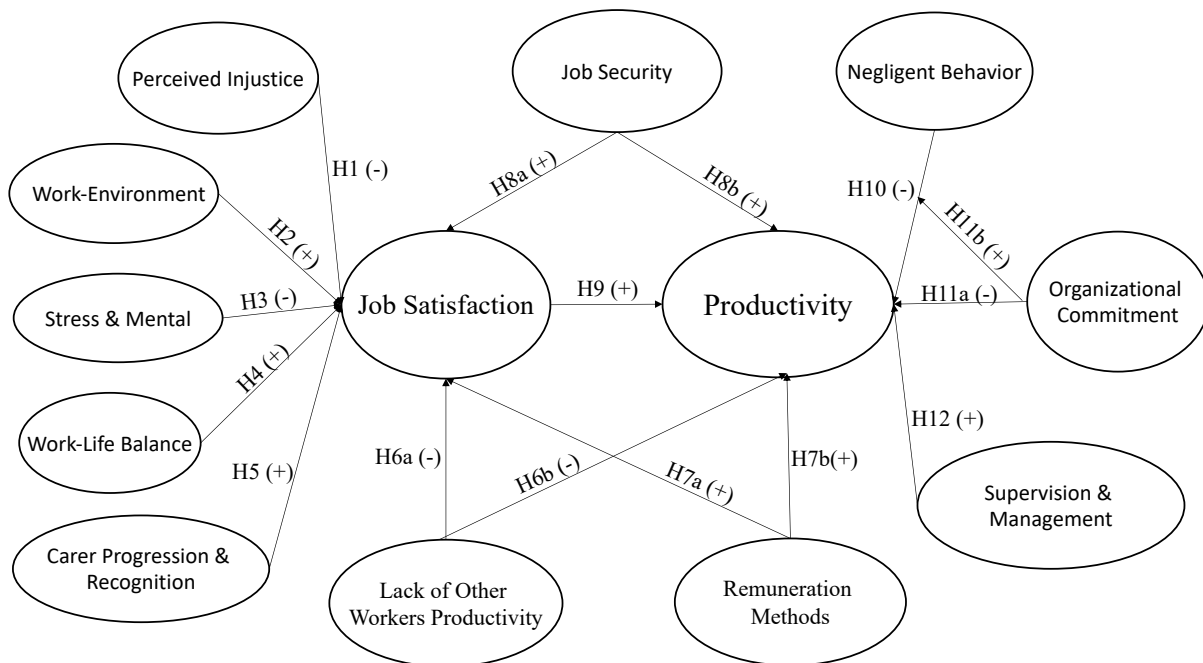
Table 6 - Summarization of connections between variables

CONNECTING VARIABLE	DEPENDENT VARIABLE
Perceived Injustice Work-Environment Stress & Mental Condition Job Security Work-Life Balance Career Progression & Recognition	Job Satisfaction

CONNECTING VARIABLE	DEPENDENT VARIABLE
Lack of Other Workers Productivity	Productivity
Remuneration Methods	
Job Satisfaction	
Lack of Other Workers Productivity	
Supervision & Management	
Organizational Commitment	
Negligent Behavior	
Remuneration Methods	
Job Security	

3.4 CONCEPTUAL MODEL

Based on the qualitative quantitative method research, composed by literature review, as well as phone calls, Figure 11 below presents the proposed conceptual model of the study.



Note. (+) indicates a positive hypothesized relationship (-) indicates a negative hypothesized relationship.

Figure 11 – Conceptual Model

4 - METHODOLOGY

4.1 METHODOLOGICAL APPROACH: PLS & SEM

Data modelling was performed using Partial Least Squares (PLS), a method that combines features from principal component based estimation and multiple regressions, being especially useful when its needed to predict a small set of dependent variables from a large set of independent ones, as it occurs (Chin & Marcoulides, 1998). This approach is advantageous, since it is a nonparametric, not assuming normality of the data, does not require a large sample size, being still robust on these situations and is used for both formative and reflective indicators (Vinzi et al., 2010). Nevertheless, PLS should also be used since the structural model is complex and will include several constructs, the structural model is mainly based on established theories, aiming to understand their validity, and the model will include one or more formatively measured construct (Hair et al., 2019).

Structural equation model is then composed by the outer model that evaluates the relationship between the constructs and its items, being loading values considered when above 0.7. Inner model evaluates the correlations between two constructs varying from -1 to 1, where the furthest to 0 usually means a higher interdependency between two variables and should be considered. Finally, the r-squared value of a construct indicates how much of the variation of a dependent variable is explained by the regression model and by the other independent variables, varying from 0 to 1 (Vinzi et al., 2010; Hair et al., 2019). Lastly, and accordingly to Chin & Marcoulides (1998), a bootstrapping needs to be performed representing a nonparametric approach that tests the significance of the hypothesis previously defined, being considered when the value equals to zero and rejected when differs too much from it, as we can see on Figure 12. Subsequentially, N sample sets are created to obtain N estimates for each parameter in PLS model and obtained by sampling with replacement from the original dataset.

$$\begin{aligned} H_0 &: \beta_{qj} = 0 \\ H_1 &: \beta_{qj} \neq 0 \end{aligned}$$

Figure 12 - Hypothesis significance explanation

4.2 QUESTIONNAIRE & SAMPLING METHOD

Questionnaire elaboration was based on authors previously cited on literature review and others performing a structure equation model, looking for validated scales, question items with high loadings (bigger than 0.708 and less than 0.950) and constructs with high composite reliability (Vinzi et al., 2010; Natu & Aparicio, 2022). Constructs with questions and scales from only one author were tended to be used, even though, taking in consideration the nature and specificity of the study, it was not always possible. A 7-item Likert scale was adopted to measure constructs level of agreement, being 1 (strongly disagree) and 7 (strongly agree) intentionally displaying only the first and last scale element. As it is shown on Appendix B, some reverse items were also included among construct questions (Vigoda-Gadot & Kapun, 2005). Besides one categorization question, which was not applicable to every respondent, all other items were mandatory avoiding the existence of missing values apart from incomplete questionnaires. A bar displaying progress was also included to encourage users to finish the questionnaire. Based on the nature of Portuguese people, the questionnaire went directly through the questionnaire topic letting categorization questions as age and gender at the end. After the questionnaires' end, respondents were invited to write down their opinion about the questionnaire and study theme, in order to further perform a sentiment analysis (Koopmans et al., 2014).

Having in mind the nature of the study, it was necessary to define the sample, composed by every worker which their employer was the Portuguese State Government. This sample is composed by government members, municipality workers, public offices etc. defined as public administration and other workers from health sector, education, security, justice, etc., defined as public function. Consequentially, the sampling unit will be each worker that matches the requires above (Natu & Aparicio, 2022). Taking in consideration the broadness of public sector workers, the sample method used will be simple random sample, having in mind that there is going to be ministries with more responses than others, being possible to slice the sample later, taking in consideration the large number of answers the questionnaire had.

4.3 PILOT STUDY, DATA COLLECTION & PREPARATION

Before turning public the questionnaire, it was asked to a small and restricted group to answer the questionnaire, so that it could be improved based on a final user and worker view. Several improvements were made, mainly on translation syntax, terminologies, and duplicated words.

The original version of the questionnaire was in English, being translated into local language (Portuguese). This survey was made recurring to *Qualtrics (Qualtrics XM - Experience Management Software)* software and meets with NOVA IMS ethics requirement, displayed on Appendix A. Data collection and survey divulgation was divided into two different steps: direct contact with workers and with institutions that represent or employ them, being the sample frame composed by this sample units (Vinzi et al., 2010). Data collection was initialized through direct contact recurring to Facebook posts (*Facebook*), LinkedIn post (*Feed | LinkedIn*), Facebook Groups & Forums (*Facebook*) and WhatsApp (*WhatsApp*) forwardable text messages and QR-Codes. Having in mind some bias that could be gotten through this method, it was decided to contact by e-mail some institutions as syndicates, schools and hospital administrations, public administration state secretary and every presidential support cabinet of each one of 308 Portuguese municipalities, representing an e-mail flow greater than 500. Besides academical consideration, in each e-mail was presented the study, its focus, objectives, methodology and presumable outputs, lately asking for internal disclosure to increase anonymity and reduce bias. The questionnaire was kept open from March 9th to April 21st, being an extensive period to respect the timings of each contacted organization and to gather the maximum amount of data.

A total of 2336 questionnaires were gathered, surpassing the minimum of 200 required from Smart-PLS (*SmartPLS*) to perform statistical tests, however a larger sample size increases the precision of the estimators (Vinzi et al., 2010; Hair et al., 2019) After excluding invalid questionnaires, 1626 were considered able to be tested throughout Smart-PLS (*SmartPLS*) software, indicating a success rate of 69.6%. Before importing a *xlsx.* file in Smart-PLS (*SmartPLS*), data was treated recurring to Microsoft Excel (*Software de Folha de Cálculo Do Microsoft Excel | Microsoft 365*). Initially, incomplete answers were eliminated together with answers having a null standard deviation and incoherent data (underage people or miswriting). Afterwards it was necessary to transpose reverse items initially identified (on Appendix B) and to select variables that should be imported to Smart-PLS (*SmartPLS*) with the proper name (Vinzi et al., 2010). Descriptive statistics related to the imported data were analyzed and are show down in Appendix C, especially the standard deviation, missing values, skewness, min and max, not being verified any unexpected value. As the data set was considered skewed, it was considered eligible to the variance method in Smart-PLS (*SmartPLS*).

4.4 SAMPLE CHARACTERIZATION

Considering the universe of 1626 valid responses, exhibited on Table 7, 56.95% belong to the Public Function (926 workers) and the remaining 43.05% to Public Administration (700 workers). Accordingly to the public employment statistical report, published by general directorate of public employment (*DGAEP - Direção-Geral Da Administração e Do Emprego Público*, 2022.), from 741,127 public workers in 2022, 61.6% were women, being close to the 70.42% found on the study. Aduan (2022) found that in Portugal, public workers mean age was 48 years in 2022, identical to the mean value of 1626 responses which was 48.5 years old, highlighted on Table 8. When evaluating employees age statistics, it's possible to verify that median, which is 49 years, is closed to the mean, being possibly to state data is not very skewed, confirmed with -0.496 of skewness.

Following respondents geographical distribution, as it is possible to observe through Figure 13, there is a larger density of answers on coast districts, following also Portuguese population and public sector geographical distribution.

Table 7 - Sample statistics

		FREQUENCY	PERCENTAGE
GENDER	Female	1145	70.42%
	Male	446	27.43%
	Other	1	0.06%
	Rather not say	34	2.09%
ROLE	Public Function	926	56.95%
	Public Administration	700	43.05%
AGE	<36	155	9.53%
	[36:40]	151	9.29%
	[41:45]	223	13.71%
	[46:50]	377	23.18%
	[51:55]	351	21.59%
	[56:60]	257	15.81%
	>60	112	6.89%
TOTAL		1626	100%

Table 8 – Age descriptive statistics

	MEAN	MEDIAN	STANDARD DEVIATION	SKEWNESS
AGE	48.5	49	8.893	-0.496

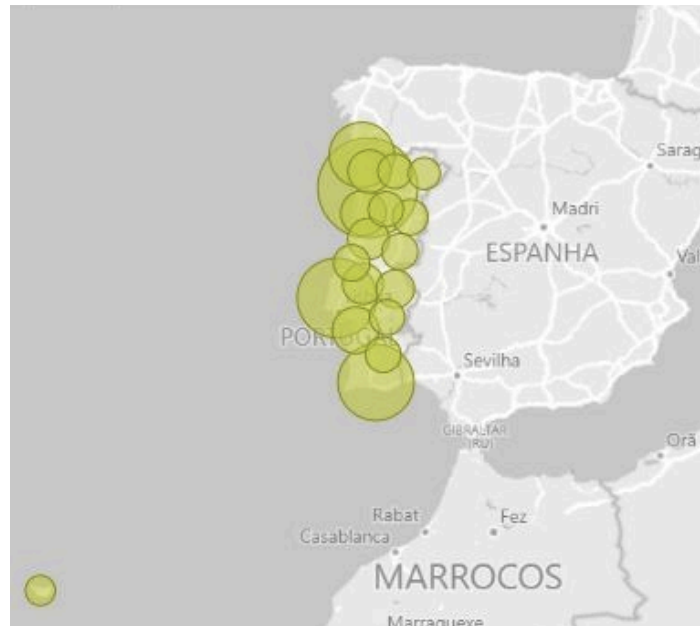


Figure 13 - Sample Bubble Map

5–RESULTS & DISCUSSION

After importing data to Smart-PLS (*SmartPLS*), it was necessary to build the previously proposed structure equation model, associating items/questions to independent variables and then connecting them to the dependent ones. Based on Hair et al. (2019), on an exploratory research, all loadings below 0.6 should be removed, calculating once more the SEM algorithm and then performing a pruning to readjust questions based on their new loadings and statistic results. After that and to increase the hypothesis significancy, all questions below 0.708 and above 0.950 should be excluded (except from single items). Fortunately, all questions related to the dependent variable productivity and satisfaction were maintained, even though after this process, 17 items were excluded from the model, since they were not adding information (below 0.708) or damaging the model (HTMT results). All the 24 kept items and their outer loadings are displayed in Appendix D, all surpassing the 0.708 bottom limit.

5.1 MEASUREMENT MODEL AND RELIABILITY

Evaluating the validity and reliability of each construct is used to understand the quality of the research, and how well a construct is measured by its own items, checking the correlations between them (Vinzi et al., 2010). As other steps, checking validity and reliability also relies on a thumb rule, “*broad guidelines that suggest how to interpret the results, and they typically vary depending on the context*” (Hair et al., 2019, p. 8). Construct validity and reliability include Cronbach's Alpha, Rho_a and Rho_c reliability coefficients, and AVE.

As indicated by Barnette (2000), reverse coding items should be included on the questionnaires (*i.e.* items asked on an opposite direction of the remaining, that need to be transposed afterwards). These items encourage respondents to read and carefully interpret all questions, but also to reduce social desirability and satisficing (simple agreement on items without reflection). Generally, respondents tend to agree more with survey statements than to disagree, being important the usage of reverse questions on every item (Cronbach, 1950). However, by its nature, “*reliability may be reduced by the use of reverse-coded items*” (Weems & Onwuegbuzie, 2001, p.175) and “*alpha depends on the number of items on the scale (...) alpha is also affected by reverse scored items*” (Boamah & Laschinger, 2016, p. 172). Additionally, some inconsistency caused by reverse items, together with high values of skewness and excess kurtosis, pointed out in Appendix C “*lowers the validity of the scale and also the internal consistency reliability*” (Józsa & Morgan, 2017, p. 8). Following the method

tested by Li (2016), who explored alpha reliability when a questionnaire is answered by different people, including professional groups, it was also verified by our collected data. Restricting samples to ministries who oversees jobs, it was gathered representative samples with over 200 answers, testing Cronbach's alpha and rho_a again, registering significant changes. Those results are show down in Appendix E, meeting previously invoked theory, which stated rho_c and alpha sensibility to respondents' heterogeneity and questionnaires, made to be general and representative to different public sector job roles.

As it is possible to understand from Figure 14, Cronbach's alpha uses K as number of items and σ for explained variance, so few question items, high skewness, sample heterogeneity and reverse coding will reduce Cronbach alpha value. The desired values from Cronbach's alpha are above 0.7, however "*Cronbach's Alpha is a less precise measure of reliability, as the items are unweighted*" (Hair et al., 2019, p. 8).

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum^k \sigma^2_v}{\sigma^2_x} \right)$$

Figure 14 - Cronbach's alpha equation

Composite reliability (rho_c) is a measure of internal consistency, proposed by Jöreskog et al. (1978), which do not assume equal loadings in the population (also known as tau-equivalency assumption), contrarily to alpha (Hair et al., 2021). Some limitations are overcome by composite reliability rho_c since it is not too conservative and based on strict assumptions. A high level of composite reliability means that all items consistently measure the corresponding construct as researchers want to know about a construct as a whole, and not items separately (Vinzi et al., 2010; Hair et al., 2021). Based on the reasons stated above, all the constructs were kept, even though some undesirable results described on Table 9.

Table 9 - Internal consistency reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Career Progression & Recognition	0.454	0.455	0.786
Job Satisfaction	0.510	0.521	0.802
Job Security	0.700	0.713	0.869
Lack other Productivity	0.677	0.685	0.860
Productivity	0.658	0.666	0.814
Remuneration Methods	0.485	0.487	0.795
Stress & Mental	0.745	0.796	0.884
Supervision & Management	0.438	0.445	0.779
Work-Life Balance	0.689	0.700	0.822

Average Variance Extracted, or AVE, stands for variance explained by the construct, instead of explained errors. Convergent validity measured by AVE analyzes the degree which the scale correlates within the items belonging to the same construct (Hair et al., 2021). As a rule of thumb, AVE should be greater *“than 0.5 meaning that 50% or more variance of the indicators should be accounted for”* (Vinzi et al., 2010, p. 671). As it is possible to conclude from Table 10 below, in our dependent variable job satisfaction, the AVE is 0.670 and productivity is 0.594, which means that the remaining 33% and 40,6% are error in the measurement items, surpassing the rule of thumb. Since all the variables were above the minimum AVE and rho_c values, they were kept on the study.

Table 10 - Convergent validity

	Average variance extracted (AVE)
Career Progression & Recognition	0.647
Job Satisfaction	0.670
Job Security	0.768
Lack other Productivity	0.755
Productivity	0.594
Remuneration Methods	0.660
Stress & Mental	0.793
Supervision & Management	0.639
Work-Life Balance	0.606

5.2 DISCRIMINANT VALIDITY

Discriminant validity assesses how a construct is empirically distinct from the other structure equation model constructs, evaluating also the square root of the average variance extracted (Hair et al., 2019). In order to have the presence of discriminant validity, HTMT test should be higher than 0.9, Fornell-Larcker, criterion must be validated, where every extracted value in each construct represents the AVE's square root, and must be higher than the correlation between the construct and any other, and cross loading items should be higher than 0.32 (Chin & Marcoulides, 1998; Vinzi et al., 2010; Hair et al., 2021). All the tests were surpassed by model results, which can be seen on the Table 11 and Table 12 below, resulting in the presence of discriminant validity between the items. Cross loadings outcomes are shown in Appendix F.

Table 11 - HTMT test

	CPR	JS	JSU	LWP	NB	OC	PI	PROD	RM	SMC	SM	WE	WLB
CPR	0.702												
JS	0.056	0.108											
JSU	0.350	0.476	0.295										
LWP	0.103	0.187	0.147	0.151									
NB	0.051	0.178	0.075	0.050	0.203								
OC	0.423	0.560	0.059	0.212	0.072	0.050							
PI	0.087	0.129	0.251	0.157	0.654	0.300	0.067						
PROD	0.695	0.791	0.157	0.325	0.039	0.021	0.403	0.108					
RM	0.318	0.482	0.031	0.334	0.151	0.048	0.174	0.114	0.353				
SMC	0.379	0.485	0.289	0.788	0.206	0.074	0.245	0.214	0.242	0.400			
SM	0.196	0.458	0.056	0.352	0.102	0.078	0.210	0.123	0.256	0.246	0.349		
WE	0.176	0.375	0.146	0.258	0.081	0.172	0.072	0.152	0.357	0.458	0.159	0.177	
WLB	0.051	0.059	0.055	0.058	0.005	0.158	0.001	0.113	0.050	0.014	0.127	0.023	0.074

Table 12 – Fornell-Larcker test

	CPR	JS	JSU	LWP	NB	OC	PI	PROD	RM	SMC	SM	WE	WLB
CPR	0.804												
JS	0.333	0.818											
JSU	0.016	0.047	0.876										
LWP	-0.193	-0.277	0.204	0.869									
NB	-0.069	-0.135	0.124	0.126	1.000								
OC	-0.006	0.135	-0.063	0.039	-0.203	1.000							
PI	-0.285	-0.397	-0.048	0.178	0.072	-0.050	1.000						
PROD	0.004	0.045	-0.172	-0.111	-0.531	0.246	-0.011	0.771					
RM	0.327	0.396	0.094	-0.185	0.005	-0.015	-0.279	-0.038	0.812				
SMC	-0.186	-0.310	-0.022	0.237	0.121	0.045	0.153	-0.051	-0.218	0.891			
SM	0.161	0.221	-0.167	-0.435	-0.134	-0.046	-0.156	0.119	0.105	-0.222	0.799		
WE	0.133	0.334	0.045	-0.292	-0.102	0.078	-0.210	0.101	0.179	-0.220	0.232	1.000	
WLB	0.098	0.249	0.100	-0.169	0.063	-0.099	-0.060	-0.100	0.216	-0.329	0.026	0.162	0.778

5.3 STRUCTURAL MODEL RESULTS

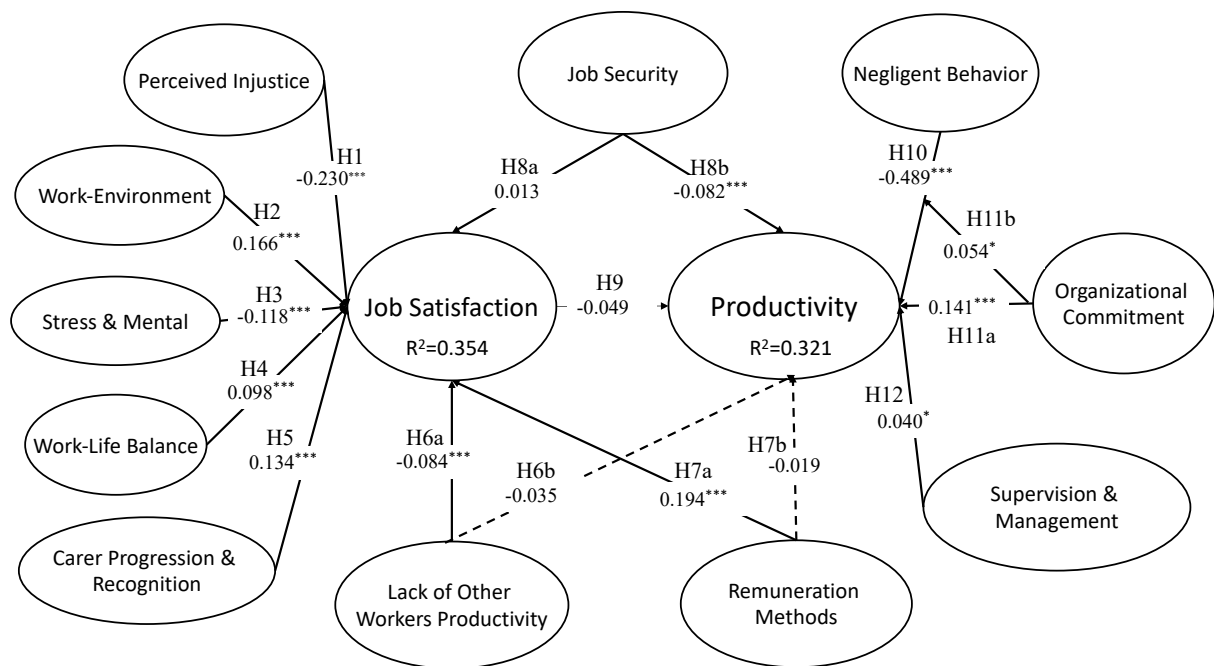
Evaluating multicollinearity statistics, through variance inflation factor (VIF), indicates if independent variables are too much correlated, avoiding bias on regression results (Vinzi et al., 2010; Hair et al., 2021). VIF values are considered critical when they are above 5 and possible when higher than 3.5, while talking about collinearity issues, being values far and behind 3 considered very good ones (Hair et al., 2019). As it is possible to verify over Table 13, all values are close to 1 and below 2, evidencing lower correlation between independent variables, avoiding multicollinearity problems.

Table 13 - Multicollinearity statistics: Inner VIF

	Job Satisfaction	Productivity
Career Progression & Recognition	1.199	-
Job Satisfaction	-	1.327
Job Security	1.088	1.096
Lack other Productivity	1.251	1.351
Negligent Behavior	-	1.091
Organizational Commitment	-	1.111
Perceived Injustice	1.177	-
Productivity	-	-
Remuneration Methods	1.245	1.216
Stress & Mental	1.218	-
Supervision & Management	-	1.284
Work-Environment	1.167	-
Work-Life Balance	1.177	-
Organizational Commitment x Negligent Behavior	-	1.037

After checking and surpassing every test check, model should be ready to get an accurate R^2 value, which represents the amount of variation of the dependent variable that can be explained by the model and the independent variables (Hair et al., 2019). Contrarily to other approaches, the structure equation model (SEM) is based on a theoretical model where all the elements and items are known and sustained, being explicit models (Chin & Marcoulides, 1998; Vinzi et al., 2010). R^2 is problem dependent, being impossible to quantify *a priori* suitable value, where in a determinate scenario, a low R^2 can be considered very pleasant, in other cases, such as physical processes, a higher value is desired, being also important to care about overfitting problems. Contrarily to machine dependent studies, psychological and human behavioral regression models accept a lower R^2 value as satisfactory, since they are highly subjective and

there is a big part of noise and attributes that cannot be measured, since they are people dependent (Hair et al., 2019). As it is represented below in Figure 15, model explains 35.4% of job satisfaction and 32.1% of productivity, when considering Portuguese public sector workers. As the items that lead to these values are all known and explained, those values can be considered very good, determining where more that 30% of those variables come from, being human subjectivity and personalities also responsible for a huge part, as sustained above.



Note. *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$

Figure 15 - Structural model results

On Table 14 it is also considered adjusted R^2 , which only considers independent variables who actually have effect on the model, being obtained similar values, meaning that the inclusion of new independent variables didn't improve the model (Hair et al., 2019).

Table 14 – Explained Variance and Adjusted R^2

	R^2	Adjusted R^2
Job Satisfaction	0.354	0.350
Productivity	0.321	0.318

In order to understand if the initial hypothesis are sustained by the model, it is recommended to analyze several indicators, such as path coefficient, t-student and p-value (significancy), between connections (Hair et al., 2021). Path coefficient represents the direction force between the independent variable and the dependent one and the effect it has on the variable under measurement, taking in consideration all the variables inside the model. A negative way force indicates that when the independent variable increases, the dependent one will diminish (Vinzi et al., 2010). When analyzing significancy through t-student, this value should be higher to 1.96 or lower than -1.96 in a significance level of 0.05. P-value is also used to understand significancy between variable connections and it is supported when values are lower than 0.05. These two indicators transmit the trust level of path coefficients (Chin & Marcoulides, 1998; Vinzi et al., 2010). All referenced outcomes are summarized in Table 15 beneath.

Table 15 - Summary of hypothesis outcomes

	Hypothesis	Path Coefficient	T-statistics	P-values	Supported?
H₁	Perceived Injustice -> Job Satisfaction	-0.230	9.285	0.000***	✓
H₂	Work-Environment -> Job Satisfaction	0.166	7.395	0.000***	✓
H₃	Stress & Mental -> Job Satisfaction	-0.118	5.044	0.000***	✓
H₄	Work-Life Balance -> Job Satisfaction	0.098	4.531	0.000***	✓
H₅	Career Progression & Recognition -> Job Satisfaction	0.134	5.634	0.000***	✓
H_{6a}	Lack other Productivity -> Job Satisfaction	-0.084	3.242	0.001***	✓
H_{6b}	Lack other Productivity -> Productivity	-0.035	1.540	0.124 ^{NS}	✗
H_{7a}	Remuneration Methods -> Job Satisfaction	0.194	7.686	0.000***	✓
H_{7b}	Remuneration Methods -> Productivity	-0.019	0.815	0.415 ^{NS}	✗
H_{8a}	Job Security -> Job Satisfaction	0.013	0.586	0.558 ^{NS}	✗
H_{8b}	Job Security -> Productivity	-0.082	3.642	0.000***	✓
H₉	Job Satisfaction -> Productivity	-0.049	1.938	0.053 ^{NS}	✗
H₁₀	Negligent Behavior -> Productivity	-0.489	23.636	0.000***	✓

	Hypothesis	Path Coefficient	T-statistics	P-values	Supported?
H_{11a}	Organizational Commitment -> Productivity	0.141	6.210	0.000***	✓
H_{11b}	Organizational Commitment X Negligent Behavior -> Productivity	0.054	2.230	0.026*	✓
H₁₂	Supervision & Management -> Productivity	0.040	1.707	0.088 ^{NS}	✗

Note. *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$; NS: Nonsignificant

5.4 DISCUSSION

As depicted in Table 15 above, out of the 16 hypotheses derived from theory and phone calls, three were unequivocally refuted and unsupported by the tested data, which encompassed 1626 valid responses: **H_{6b}**, **H_{7b}**, and **H_{8a}**. On the other hand, **H₁** received support ($\hat{\beta} = -0.230$), indicating that an increase in the independent variable of perceived injustice by one unit corresponds to a decrease of 0.230 units in job satisfaction, demonstrating a negative association between the two. Consistent with earlier observations, the perception of organizational justice irregularities, including procedural issues, favoritism, structural concerns, and differential treatment, inevitably leads to job dissatisfaction, which can potentially trigger deviant behaviors (Aslam et al., 2018; Khattak et al., 2020).

As anticipated, **H₂** and **H₄** also exhibit significance in explaining the variance in job satisfaction and are positively associated with it, in line with the findings of Raziq & Maulabakhsh (2015) and Rani et al. (2010). Additionally, as indicated by both the phone calls and existing theory, **H₃** demonstrates significance with a negative path coefficient, suggesting that an increase in stress leads to a decrease in satisfaction. The findings underscore a clear positive association between career progression & recognition and remuneration methods with job satisfaction, as supported by **H₅** and **H_{7a}** ($\hat{\beta} = 0.131$ and $\hat{\beta} = 0.194$). Moreover, the outcomes reveal that perceiving a lack of productivity among one's peers has a negative impact on job satisfaction. However, productivity itself is not influenced by this perception, as it predominantly stems from an individual worker's nature and commitment to their work (Fatima, 2021). Based on this, **H_{6a}** is statistically significant in the model, while **H_{6b}** is rejected.

Despite the theoretical support for remuneration methods as an influencing factor for job satisfaction, they do not demonstrate significance in explaining individual performance and productivity, as evidenced by the rejection of **H_{7b}** based on the 1626 collected responses. These findings contradict both the theoretical model and the insights gained from phone calls, which emphasized the impact of monetary remuneration on individual performance and motivation to work (Taylor, 1911; Herzberg, 2017). However, Saka (2019) conducted a study specifically focused on state-owned companies and also found no clear relationship between remuneration methods and individual productivity, as mentioned earlier. This lack of significance can be attributed to the diversity of public sector jobs and the subjective priorities that employees hold. Due to their nature, many public sector jobs are associated with passion and dedication, as indicated during the phone calls, making individual performance more dependent on personal factors rather than financial incentives to perform better. Unlike what Taylor (1911) proposed for private companies, remunerations in the public sector are predetermined and not contingent on productivity. This may explain why remuneration methods fail to justify productivity, as they do not increase even if the worker's productivity improves, resulting in a lack of performance significance and association between variables.

Contrary to the assertions made by Imran (2015), job security did not demonstrate a significant impact on employees' job satisfaction, as indicated by the rejection of **H_{8a}**. One possible reason for this result could be the economic context, where employees tend to place less value on job security during periods of economic expansion compared to recessionary periods (Artz & Kaya, 2014). Another aspect could be related to the nature of the public sector, where findings suggest that many employees believe they can retain their jobs until retirement and perceive it as challenging to be fired or penalized, thus considering job security as guaranteed (Clausen et al., 2019; Aruldoss et al., 2020). The study outcomes also indicate that public sector workers view excessive job security as a symptom of complacency (P. Singh & Pant, 1982). **H_{8b}** receives support, but the path coefficient is negative ($\hat{\beta} = -0.082$). Unlike studies conducted in the private sector, job security is seen as already acquired in the public sector, leading to its undervaluation. The results suggest a negative association between job security and the dependent variable of productivity, implying that an increase in job security leads to a decrease in individual productivity, as workers are not motivated to exert greater effort when job security is seen as more important than demonstrating their capabilities to secure their position.

As it was expected, productivity is indeed influenced by individual negligent behaviors, as supported by the acceptance of H_{10} , which holds significant importance in the model. Some workers consciously admit that they exert less effort in their work than they are capable of, resulting in a loss of individual and collective productivity (Vigoda-Gadot & Kapun, 2005). The coefficient path from negligent behavior to productivity is negative ($\hat{\beta} = -0.489$), indicating that an increase in such behaviors negatively affects overall sector productivity. Furthermore, H_{11a} is also accepted, confirming that organizational commitment plays a role in productivity. The collected data show that public workers deeply care about the fate and success of their organization, and this commitment directly influences overall productivity. As expected, the path coefficient for organizational commitment is positive ($\hat{\beta} = 0.141$), implying that an increase in organizational commitment leads to an increase in final productivity. This type of commitment and its relationship with productivity can be attributed to the nature of public sector jobs and the passion associated with them (Vigoda-Gadot & Kapun, 2005; Fatima, 2021). Organizational commitment acts as a mitigating factor for negligent behavior, as evidenced by the acceptance of H_{11b} , as an increase in commitment leads to a decrease in negative and detrimental habits.

Surprisingly, and possibly due to its nature, public sector productivity is not significantly influenced by supervision and management decisions at $p < 0.05$, despite the positive coefficient path being present but very low. Consequently, H_{12} is rejected, indicating that, based on the analyzed data, public workers do not perceive management decisions as significantly impacting productivity. This lack of significance can be explained by the limited authority that exists within the public sector to adapt management decisions to individual services, schools, hospitals, etc. Instead, the public sector is often governed by broad national guidelines that fail to consider each specific case and scenario (Milakovich, 1990; Khattak et al., 2020). However, as highlighted by Haenisch (2012), supervision and management were identified by public workers as major limitations to their performance and ability to address all tasks effectively.

Findings reveal that the model explains 35.4% of Job Satisfaction and 32.1% of Productivity, as indicated in Table 14. However, job satisfaction is not statistically significant in explaining individual performance and productivity, resulting in the rejection of H_9 at a significance level of $p < 0.05$. This can be attributed to the fact that individual productivity in the public sector is primarily influenced by intrinsic factors that are subjective to each worker

(Herzberg, 2017). As previously discussed by Kumari & Pandey (2011), job satisfaction is strongly correlated with job complexity in the public sector, having a greater impact on highly complex jobs. Considering the broadness of the sample, which includes responses from 18 ministries and various municipalities across all 18 districts, the impact of job satisfaction may be diluted. Study shows that sometimes satisfied workers are less productive and unhappy workers also evaluate themselves as productive. As demonstrated in Appendix G, item data suggests that only 35.5% of public sector respondents agree to some extent that they are satisfied with their job and would recommend it to others, while only 5.41% agree that the public sector is the best and fairest organization to work for (based on a 7-item Likert scale, considering agreement in items rated 5, 6, and 7). Despite this, individual productivity and behaviors do not appear to be significantly affected by job satisfaction, which is a complex and subjective variable composed of various factors. Productivity in this context is self-evaluated and highly subjective, depending on individual honesty and perception. In line with Herzberg's (2017) theory, satisfaction should be encouraged and dissatisfaction mitigated, but it should not be solely responsible for productivity. The existence of dissatisfaction will undoubtedly lead to a lack of motivation and commitment to work.

All the unexpected outcomes that were not in line with the model initially proposed were gathered on the Table 16 below.

Table 16 - Summary of unpredicted outcomes

H	Hypothesis	Outcome
H _{6b}	Lack other Productivity -> Productivity	The existence of lack of productivity among its peers do not affect workers individual productivity.
H _{7b}	Remuneration Methods -> Productivity	Remuneration methods schema, as its designed, doesn't affect individual productivity among public sector employees.
H _{8a}	Job Security -> Job Satisfaction	Job security is no longer seen as an element that contributes to the job satisfaction of a public worker.
H _{8b}	Job Security -> Productivity	Job security has a negative association with productivity, meaning that a job security increase will lead to individual productivity reduction.
H ₉	Job Satisfaction -> Productivity	Job satisfaction is not significantly enough to justify individual productivity.
H ₁₂	Supervision & Management -> Productivity	Supervision and management decisions are not seen by a public worker as an element that justifies its own productivity.

5.5 SENTIMENT ANALYSIS

Despite being a closed answer questionnaire, respondents were given the opportunity to leave an additional comment to increase information to the study. From the 1626 valid answers, 342 decided to write down feedback, feeling and perspective about the subject under matter. Taking in consideration the high number of written replies combined to the nature of the study, it was decided to perform a sentiment analysis. Sentiment analysis is a key element on analyzing qualitative data, extracting quantitative outputs from it, being extremally important on opinion understanding and good to complete quantitative answer data analysis (Liu, 2015). In order to perform the sentiment analysis, as well as topic tagging, it was used MonkeyLearn platform (*MonkeyLearn: Text Analytics*) which uses artificial intelligence to predict and categorize words. From the collected opinions, they will be considered regular and having target entities, defined *a posteriori*. An opinion or testimony is always composed by the target or theme, the overall sentiment, the sentiment holder, and the time when it was expressed (Liu, 2015). This procedure is based on text mining and identifies key words related to emotional feeling to predict the overall sentiment of all the sample. First step on the technique was to clean the sample through filters to exclude e-mail addresses, unfinished sentences, verbal harassments, personal information, and non-related statements. From the 220 valid answers, which are in Appendix H, it was considered that one answer could contain both feelings, since a respondent could include adversative feedbacks and more than one subject in its text. Further and through splitting tool, answers increased to 262 to be modeled and mined. Additionally, several target topics were mapped accordingly to highlighted keywords, being dissatisfaction, job, productivity, satisfaction, and system overviews. On this analysis, most frequent keywords and expressions are endorsed to the most suitable defined topic, being possible to identify the most focused ones. Sentiment analysis methodological summary is displayed in Figure 16 below.

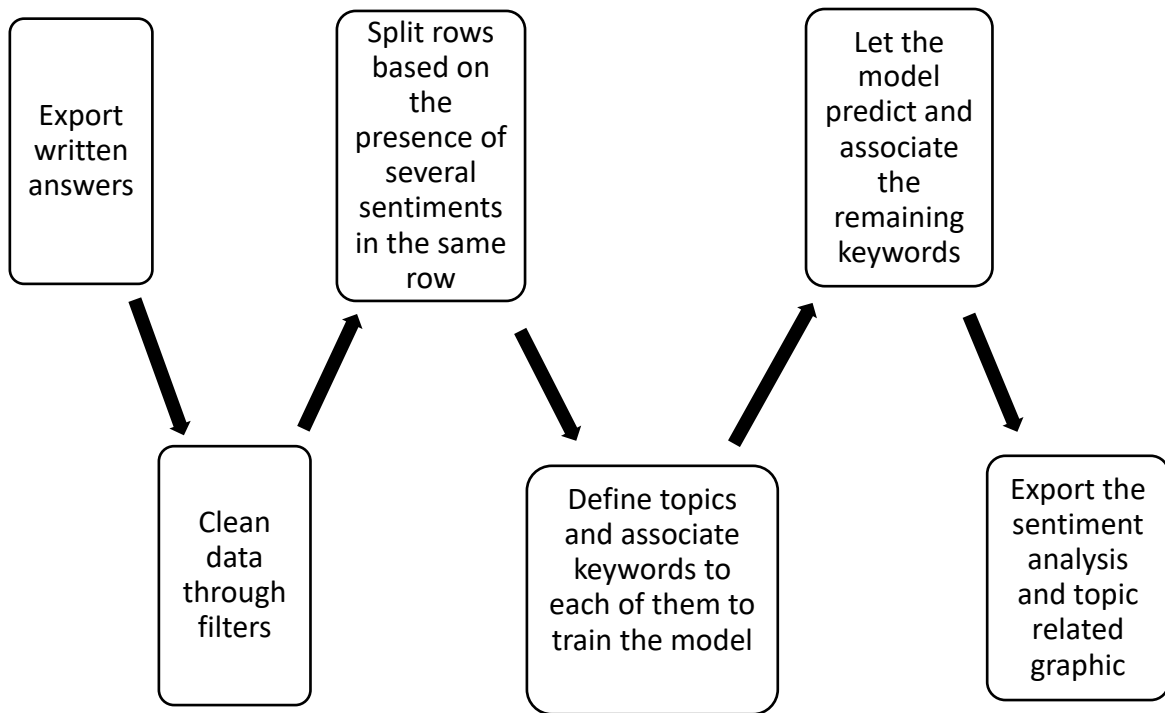


Figure 16 - Sentiment Analysis methodology

Figure 17 below represents the number of answers tagged to each topic. Following what was desired, from the 262 valid answers, 196 were about the work post, their workplace conditions, peers, daily life, tasks, and work itself related, being possible to state that 74.81% of the depositions were job related. System overviews and feedbacks related to government & management decisions, career progression, meritocracy recognition, wages, functioning, and political parties were present in 154 testimonies. From the 262 considered statements, only 26.34% included productivity subjects as effort, performance, attitude, production, outputs, and efficiency matters, representing 69 records. Taking in consideration sentimental issues, dissatisfaction was more evidenced than satisfaction as it normally happens in several open questions.

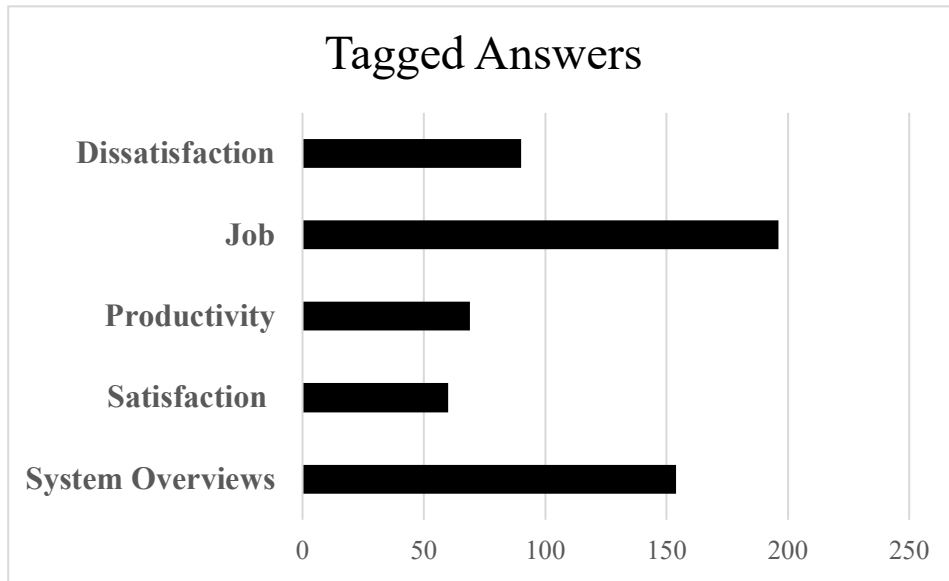


Figure 17 - Testimonies tagged topics

The overall sentiment of the considered testimonies pointed out a small majority to negative sentiment among public sector employees, 140 answers which represents 53.5%. On the other hand, 34.7% of the feedbacks were positive and the remaining 11.8% were considered neutral, as it is represented on Figure 18.

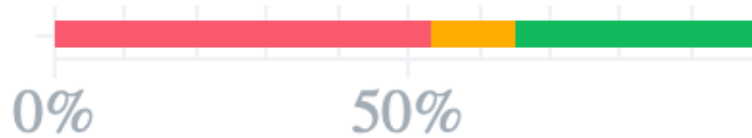


Figure 18 - Overall Sentimental Analysis

5.6 THEORETICAL IMPLICATIONS

Findings of the study suggest that negligent behaviors play a crucial role in understanding productivity, followed by the level of organizational commitment. Productivity, being a subjective, intrinsic, and perceived variable, is not significantly influenced by remuneration methods and supervision & management, as they were not considered significant to the model at a significance level of $p < 0.05$. The model explains 32.1% of productivities variance. Contrary to expectations, job security has a negative impact on productivity. Although job satisfaction is explained to some extent (35.4%), it is not significant to explain productivity, indicating a lack of relationship between these two target variables. Consistent with Herzberg's (2017) theory, extrinsic factors are associated with managing job satisfaction, as all the independent variables except job security have been found to be significant in explaining job satisfaction. The outcomes highlight that perceived injustice is a key factor in explaining

variance in job satisfaction, with a high negative path coefficient, as expected. Following the initially proposed structural equation model (SEM), every path coefficient connecting the dependent variables to job satisfaction had the expected direction. In conclusion, the study emphasizes that intrinsic factors related to job passion and mission are crucial in explaining individual productivity in the public sector, while job satisfaction is farther influenced by extrinsic variables. These findings are consistent with the insights obtained during the phone interviews and shed light on the factors driving productivity and job satisfaction in the context of the study.

5.7 PRACTICAL IMPLICATIONS

Individual productivity is explained essentially by intrinsic volatile factors as negligent behaviors and organizational commitment, which can be translated with job passion, highly associated with several public sector jobs. Existing labeled remuneration methods schema, frequently associated to public sector, are not suitable and do not affect individual performance. Surprisingly, job satisfaction level does not affect straightforward perceived productivity, nevertheless it is still very significant to productivity through intermediate variables. As previously pointed out by Herzberg (2017), satisfaction may not affect productivity, but dissatisfaction surely diminish productivity, being this two antonyms justified by different variables. Individual job satisfaction is highly affected by work peers, since their lack of productivity, alongside work-environment have considerable path coefficients. Management decisions are important to understand job happiness, since perceived injustice, work-life balance and career progression & recognition play a key role. As a public sector problem, job security increasing will lead to productivity reduction, turning it into a risky variable to gamble in by managers. At least in expansion moments, job security has lost its power beyond employees and as a public sector strength since it is not significant to justify job satisfaction. The lack of authority existing among public sector services plays a key role to explain the nonexistence of a positive relationship between the dependent variable and remuneration methods, supervision and management, job security and job satisfaction. Astoundingly is the incredibly high impact that perceived injustice has on job satisfaction, which triggers the variable. As a labeled system and generally ruled by governments, public sector has several deficiencies in competing with private sector to reach the right workers and make them productive and satisfied, even though public sector productivity is a complex concept and hard to qualify.

6 – CONCLUSIONS

As the main goal, this study aspired to understand the relationships between hygiene & motivator factors with dependent variables job satisfaction and productivity, when focusing on Portuguese public sector. This ambition was handled based on mixed methods research, composed by an exploratory empirical study, collecting qualitative data from existing literature, as well as a subsequent quantitative approach, consisted of 3 employee phone calls to validate and evaluate gathered variables, as well as adding new ones. Those new insights were incorporated on the theoretic model, being lately consolidated by theory. Having public sector employees as target, a questionnaire was built using Qualtrics software (*Qualtrics XM - Experience Management Software*) and spread across institutional e-mails and social networks. Theoretical and conceptual model was built and tested with gathered data as a quantitative model using Structural Equation Model – Partial Least Squares method and analyzed through Smart-PLS software (*SmartPLS*) with hypothesis significancy tests.

Structural model allows to explain 32.1% of productivity, triggered by negligent behavior and organizational commitment, as well as job security on a negative way. However, supervision and management, as well as remuneration methods, did not show significant relationships with productivity. Job satisfaction explained variance was 35.4%, prompted by perceived injustice as well as lack of other workers productivity and stress on a negative way, and work-environment, work-life balance, career progression & recognition and remuneration methods on a positive way. Interestingly, job security did not have a significant relationship with job satisfaction. Additionally, a sentiment analysis performed on the testimonies provided at the end of the questionnaire indicated that 53.5% of the testimonies expressed negative sentiments, with the majority of feedback centered around daily job experiences and the public sector system.

A limitation of this study was the broadness of public sector job and career functioning, which lead to the hardness of question making, being risky to generalize or individualize taking in consideration this diversity, despite the large number of gathered answers. Additionally, there was a lack of existing literature on the Portuguese public sector functioning and jobs.

For future research, it is recommended to focus on a specific public sector job and conduct a more in-depth study of that particular profession and its employees. Furthermore, there is a need to explore the contrasting perspectives between self-perceived productivity, citizens' perceptions, and the government's view of productivity within the Portuguese public sector.

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APPENDIX A – QUESTIONNAIRE ETHICS CERTIFICATE



This is to certify that

Project No.: **STAT2023-3-26500**

Project Title: **Public Function Productivity Barriers - Portuguese case**

Principal Researcher: **Tomás Redondo**

according to the regulations of the **Ethics Committee** of NOVA IMS and MagIC Research Center this project was considered to meet the requirements of the NOVA IMS Internal Review Board, being considered **APPROVED** on 3/2/2023.

It is the Principal Researcher's responsibility to ensure that all researchers and stakeholders associated with this project are aware of the conditions of approval and which documents have been approved.

The Principal Researcher is required to notify the **Ethics Committee**, via amendment or progress report, of

- Any significant change to the project and the reason for that change;
- Any unforeseen events or unexpected developments that merit notification;
- The inability of the Principal Researcher to continue in that role or any other change in research personnel involved in the project.

Lisbon, 3/2/2023

NOVA IMS **Ethics Committee**
ethicscommittee@novaims.unl.pt

APPENDIX B – CONSTRUCTS

Construct	Question	Adapted question based in the source	Ref	Item Type
Work-Life Balance	WLB1	My job demands a lot from my attention and energy and sometimes it's hard to split it from private life and not take problems home.	(Clausen et al., 2019)	Reverse
	WLB2	I often have to work at home outside my normal working hours, during evenings and weekends, being hard to have enough time for me, my family and hobbies.	(Clausen et al., 2019)	Reverse
	WLB3	I consider that when applicable, I should be allowed to control my timetable, hours of work and tele-working.	(Clausen et al., 2019)	Normal
	WLB4	Total working hours per week are reasonable.	(Clausen et al., 2019)	Normal

Construct	Question	Adapted question based on the source	Ref	Item Type
Work-Environment	WE1	All my colleagues co-operate with me when I need.	(Clausen et al., 2019)	Normal
	WE2	During my work, I have already experienced some type of discrimination or been treated poorly due to sex, age, ethnicity, religion, health, sexual education, etc.	(Clausen et al., 2019)	Reverse
	WE3	Work conditions satisfy me and allow me to perform my job better and save effort.	(Clausen et al., 2019)	Normal
	WE4	I believe that team-building activities and gatherings outside work scenarios are important for work-environment creation.	(Ebrahim, 2015)	Normal

Construct	Question	Adapted question based on the source	Ref	Item Type
Job Security	JB1	I can understand excessive job security as one of the biggest demotivators and relax symptoms in public function, causing injustice.	(Singh & Pant, 1982)	Reverse
	JB2	I consider public job as hard to get fired or penalized.	(Clausen et al., 2019)	Normal

Construct	Question	Adapted question based on the source	Ref	Item Type
	JB3	If I want to, I will have this work until I retire.	(Aruldoss et al., 2020)	Normal
Construct	Question	Adapted question based on the source	Ref	Item Type
Career Progression & Recognition	CPR1	Despite me and some of my colleagues are working well, the existence of tight quotas and classification rotation leads to injustice and demotivation.	(Lira, 2014)	Reverse
	CPR2	I agree with career progression schema and promotions are fair and never get annoyed watching others progress instead of me.	(Aruldoss et al., 2020)	Normal
	CPR3	I receive bonuses and recognition for excellence and distinctive performances.	(Nimusima & Tumwine, 2016)	Normal
Construct	Question	Adapted question based on the source	Ref	Item Type
Lack of other workers' productivity	LWP1	I feel some colleagues are not demanded to work better because they are not expected to correspond and I am overworking since I am seen as a good worker.	(Castelle, 2017)	Normal
	LWP2	In public function, some workers are not pressured to work.	(Castelle, 2017)	Normal
	LWP3	I perceive that several of the other workers do as little as possible and it causes me a revolt sentiment.	(Castelle, 2017)	Normal
Construct	Question	Adapted question based on the source	Ref	Item Type
Remuneration Methods	RM1	The salary I earn matches with the amount of work I have to do and assures me life quality.	(Nimusima & Tumwine, 2016)	Normal
	RM2	The salary differences existing in my department are fair and based on meritocracy.	(Nimusima & Tumwine, 2016)	Normal
	RM3	I think there is a huge difference between my gross and liquid salary.	(Aruldoss et al., 2020)	Reverse

Construct	Question	Adapted question based on the source	Ref	Item Type
	RM4	I get adequate fringe benefits for being a public worker (health insurance, retirement plans, family extended health care, etc.).	(Aruldoss et al., 2020)	Normal

Construct	Question	Adapted question based in the source	Ref	Item Type
Supervision and management	SM1	My supervisor or boss is aware of all the tasks and difficulties I have to perform.	(Castelle, 2017)	Normal
	SM2	There are several management decisions and resource allocations that I disagree with in my daily work, preventing money and time wasting if they were better organized.	(Castelle, 2017)	Reverse
	SM3	There is a need for more supervision at work to avoid bad performances and disinterest.	(Castelle, 2017)	Reverse
	SM4	Existing training programs help me take care of all my potential.	(Castelle, 2017)	Normal
	SM5	There is a lack of autonomy in my superiors to reward a good worker and punish a bad one.	(Singh & Pant, 1982)	Reverse
	SM6	Bureaucracy is one of the biggest barriers to my job flow.	(Haenish, 2012)	Reverse

Construct	Question	Adapted question based on the source	Ref	Item Type
Stress & Mental Condition	SMC1	I have already experienced any kind of work related harassment by customers, pupils, peers, patients, relatives.	(Clausen et al., 2019)	Normal
	SMC2	I have have felt a hormonal reaction or mental disease caused by my job stress.	(Ehsan & Ali, 2019)	Normal
	SMC3	My stress and mental condition affect my job performance.	(Ehsan & Ali, 2019)	Normal
	SMC4	My workplace provides assistance services and support to fight stress and improve my mental condition.	(Ehsan & Ali, 2019)	Reverse

Construct	Question	Adapted question based in the source	Ref	Item Type
Perceived Injustice	PI1	There is a group of people at my workplace who always get things done their way and are not bothered.	(Vigoda-Gadot & Kapun, 2005)	Normal
	PI2	In my job, rewards always come to those who work hard and never the contrary, preventing favoritism.	(Vigoda-Gadot & Kapun, 2005)	Reverse
	PI3	Sometimes it is better to remain quiet than to fight injustices and improve the system.	(Khattak et al., 2020)	Normal

Construct	Question	Adapted question based on the source	Ref	Item Type
Negligent Behavior	NB1	I sometimes put in less effort into my work than my best and I knew I could.	(Vigoda-Gadot & Kapun, 2005)	Normal

Construct	Question	Adapted question based on the source	Ref	Item Type
Job Satisfaction	JS1	I am satisfied with um job, and I will recommend workers to apply for it.	(Ehsan & Ali, 2019)	Normal
	JS2	Public Function system is the best and fairness organization to work for.	(Vigoda-Gadot & Kapun, 2005)	Normal

Construct	Question	Adapted question based on the source	Ref	Item Type
Organisational Commitment	OC1	I care a lot about the fate and success of this organization.	(Vigoda-Gadot & Kapun, 2005)	Normal

Construct	Question	Adapted question based on the source	Ref	Item Type
Productivity	PROD1	Sometimes I postpone important duties and decisions, taking away responsibility.	(Vigoda-Gadot & Kapun, 2005)	Reverse
	PROD2	I have already spent too much time procrastinating and daydreaming instead of working.	(Khattak et al ., 2020)	Reverse
	PROD3	I have already intentionally worked slower than I could have worked.	(Khattak et al ., 2020)	Reverse

APPENDIX C – IMPORTED DATA DESCRIPTIVE STATISTICS

Name	Missings	Mean	Median	Min	Max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
WLB1	0	3.077	3.000	1.000	7.000	1.830	-0.723	0.604	0.000
WLB2	0	4.108	4.000	1.000	7.000	2.216	-1.482	-0.062	0.000
WLB3	0	5.543	6.000	1.000	7.000	1.816	0.234	-1.159	0.000
WLB4	0	4.930	5.000	1.000	7.000	1.825	-0.628	-0.636	0.000
WE1	0	4.793	5.000	1.000	7.000	1.829	-0.721	-0.577	0.000
WE2	0	5.320	6.000	1.000	7.000	2.147	-0.625	-0.954	0.000
WE3	0	3.988	4.000	1.000	7.000	1.945	-1.222	-0.067	0.000
WE4	0	5.434	6.000	1.000	7.000	1.626	0.297	-0.982	0.000
JSU1	0	4.255	4.000	1.000	7.000	2.018	-1.203	-0.110	0.000
JSU2	0	4.062	4.000	1.000	7.000	2.017	-1.267	-0.073	0.000
JSU3	0	4.812	5.000	1.000	7.000	2.021	-0.928	-0.584	0.000
CPR1	0	1.423	1.000	1.000	7.000	1.059	11.590	3.283	0.000
CPR2	0	1.691	1.000	1.000	7.000	1.340	5.231	2.348	0.000
CPR3	0	1.686	1.000	1.000	7.000	1.408	4.716	2.313	0.000
RM1	0	2.291	2.000	1.000	7.000	1.582	0.139	1.073	0.000
RM2	0	2.110	1.000	1.000	7.000	1.536	1.500	1.482	0.000
RM3	0	2.293	1.000	1.000	7.000	1.773	0.619	1.316	0.000
RM4	0	2.250	1.000	1.000	7.000	1.699	0.405	1.232	0.000
SM1	0	3.995	4.000	1.000	7.000	2.146	-1.415	-0.078	0.000
SM2	0	2.607	2.000	1.000	7.000	1.707	0.013	0.960	0.000
SM3	0	3.181	3.000	1.000	7.000	1.948	-0.875	0.560	0.000
SM4	0	3.800	4.000	1.000	7.000	1.988	-1.240	0.024	0.000
SM5	0	2.795	2.000	1.000	7.000	1.966	-0.484	0.871	0.000
SM6	0	2.640	2.000	1.000	7.000	1.688	-0.212	0.840	0.000
LWP1	0	5.245	6.000	1.000	7.000	1.843	-0.269	-0.876	0.000
LWP2	0	3.932	4.000	1.000	7.000	2.233	-1.469	0.012	0.000
LWP3	0	5.351	6.000	1.000	7.000	1.849	-0.208	-0.948	0.000
SMC1	0	3.039	2.000	1.000	7.000	2.254	-1.159	0.643	0.000
SMC2	0	4.687	5.000	1.000	7.000	2.181	-1.204	-0.508	0.000
SMC3	0	4.964	6.000	1.000	7.000	2.043	-0.828	-0.698	0.000
SMC4	0	5.852	7.000	1.000	7.000	1.627	0.813	-1.363	0.000
NB1	0	3.098	2.000	1.000	7.000	2.023	-1.103	0.505	0.000

Name	Missings	Mean	Median	Min	Max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
OC1	0	5.873	6.000	1.000	7.000	1.392	1.932	-1.463	0.000
JS1	0	3.779	4.000	1.000	7.000	1.823	-0.984	-0.009	0.000
JS2	0	2.125	2.000	1.000	7.000	1.387	0.805	1.181	0.000
PI1	0	5.351	6.000	1.000	7.000	1.790	-0.108	-0.945	0.000
PI2	0	5.746	6.000	1.000	7.000	1.561	0.563	-1.170	0.000
PI3	0	3.947	4.000	1.000	7.000	2.197	-1.435	-0.001	0.000
PROD1	0	5.943	7.000	1.000	7.000	1.492	1.632	-1.550	0.000
PROD2	0	5.924	6.000	1.000	7.000	1.461	1.941	-1.569	0.000
PROD3	0	5.670	6.000	1.000	7.000	1.744	0.341	-1.215	0.000

APPENDIX D – OUTER LOADINGS

ITEM	Outer Loadings
CPR1	0.795
CPR2	0.814
JS1	0.855
JS2	0.779
JSU2	0.898
JSU3	0.854
LWP1	0.849
LWP3	0.888
NB1	1.000
OC1	1.000
PI2	1.000
PROD1	0.707
PROD2	0.799
PROD3	0.803
RM1	0.831
RM2	0.793
SM2	0.761
SM3	0.836
SMC2	0.925
SMC3	0.855
WE1	1.000
WLB1	0.775
WLB2	0.774
WLB4	0.786
OC X NB	1.000

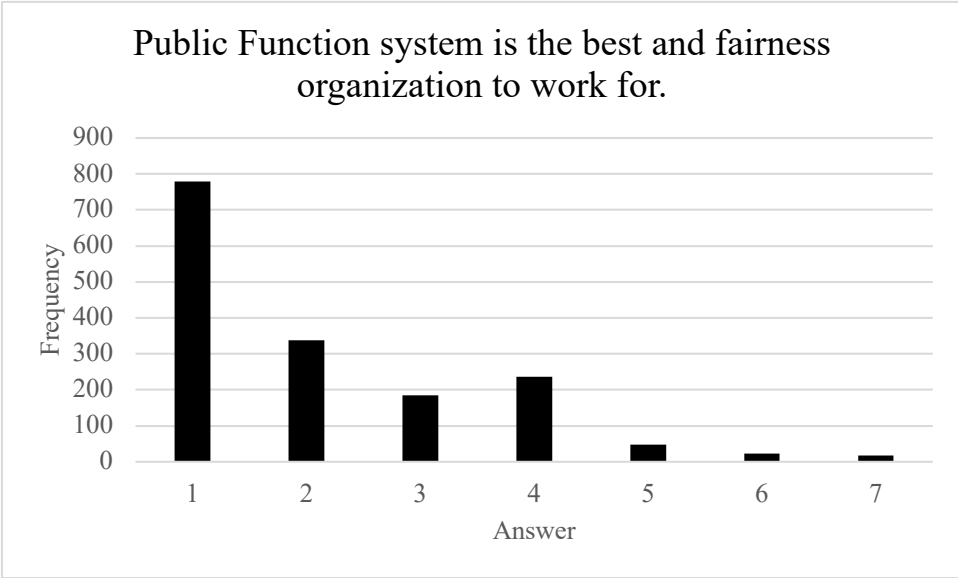
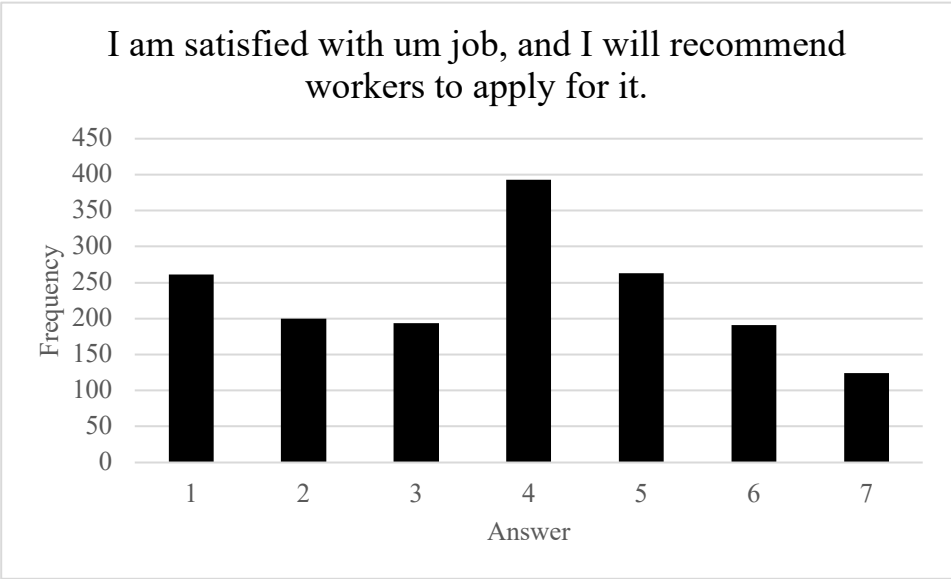
APPENDIX E – CRONBACH AND RELIABILITY

Sample	Full Model		Ministry of Education		Ministry of Work, Solidarity and Social Security	
	1626		263		660	
	Cronbach's alpha	Composite reliability (rho_a)	Cronbach's alpha	Composite reliability (rho_a)	Cronbach's alpha	Composite reliability (rho_a)
Career Progression & Recognition	0.454	0.455	0.304	0.319	0.475	0.486
Job Satisfaction	0.510	0.521	0.512	0.574	0.510	0.511
Job Security	0.700	0.713	0.605	0.786	0.715	0.718
Lack of Productivity	0.677	0.685	0.606	0.672	0.733	0.778
Productivity	0.658	0.666	0.677	0.679	0.658	0.669
Remuneration Methods	0.485	0.487	0.485	0.668	0.448	0.453
Stress & Mental	0.745	0.796	0.697	0.698	0.751	0.771
Supervision & Management	0.438	0.445	0.422	0.876	0.393	0.577
Work-Life Balance	0.689	0.700	0.683	0.711	0.690	0.680

APPENDIX F – CROSSLOADINGS

	CPR	JS	JSU	LWP	NB	OC	PI	PROD	RM	SM	SMC	WE	WLB	OC X NB
CPR1	0.795	0.262	-0.012	-0.175	-0.059	-0.033	-0.226	0.004	0.200	0.150	-0.165	0.080	0.078	0.034
CPR2	0.814	0.274	0.037	-0.137	-0.052	0.022	-0.233	0.002	0.324	0.110	-0.135	0.132	0.081	0.022
JS1	0.243	0.855	0.073	-0.216	-0.124	0.176	-0.308	0.071	0.350	0.183	-0.310	0.338	0.308	0.061
JS2	0.311	0.779	-0.002	-0.242	-0.094	0.032	-0.347	-0.004	0.295	0.180	-0.188	0.198	0.079	-0.008
JSU2	0.012	0.017	0.898	0.210	0.122	-0.063	-0.034	-0.171	0.082	-0.179	-0.020	0.023	0.059	-0.008
JSU3	0.017	0.071	0.854	0.143	0.094	-0.047	-0.052	-0.128	0.082	-0.108	-0.018	0.059	0.122	-0.072
LWP1	-0.173	-0.237	0.199	0.849	0.086	0.056	0.099	-0.056	-0.173	-0.356	0.218	-0.222	-0.204	-0.048
LWP3	-0.164	-0.245	0.159	0.888	0.131	0.015	0.204	-0.132	-0.151	-0.399	0.196	-0.281	-0.098	-0.035
NB1	-0.069	-0.135	0.124	0.126	1.000	-0.203	0.072	-0.531	0.005	-0.134	0.121	-0.102	0.063	-0.005
OC1	-0.006	0.135	-0.063	0.039	-0.203	1.000	-0.050	0.246	-0.015	-0.046	0.045	0.078	-0.099	0.158
PI2	-0.285	-0.397	-0.048	0.178	0.072	-0.050	1.000	-0.011	-0.279	-0.156	0.153	-0.210	-0.060	0.001
PROD1	-0.049	-0.028	-0.118	-0.052	-0.371	0.140	0.056	0.707	-0.078	0.034	-0.049	0.063	-0.013	-0.006
PROD2	-0.006	0.018	-0.151	-0.048	-0.412	0.201	-0.008	0.799	-0.039	0.101	-0.005	0.075	-0.087	0.101
PROD3	0.054	0.102	-0.130	-0.148	-0.443	0.220	-0.061	0.803	0.020	0.131	-0.063	0.093	-0.121	0.104
RM1	0.262	0.335	0.119	-0.150	0.025	-0.019	-0.202	-0.037	0.831	0.049	-0.186	0.166	0.206	0.013
RM2	0.271	0.307	0.029	-0.151	-0.018	-0.004	-0.254	-0.025	0.793	0.126	-0.167	0.124	0.142	0.043
SM2	0.204	0.251	-0.093	-0.283	-0.135	-0.066	-0.184	0.087	0.125	0.761	-0.247	0.167	0.082	0.091
SM3	0.065	0.115	-0.168	-0.405	-0.083	-0.012	-0.075	0.103	0.050	0.836	-0.119	0.202	-0.031	0.044
SMC2	-0.177	-0.313	-0.036	0.220	0.061	0.055	0.156	0.003	-0.224	-0.203	0.925	-0.234	-0.339	-0.007
SMC3	-0.153	-0.229	0.003	0.201	0.172	0.019	0.112	-0.112	-0.156	-0.192	0.855	-0.146	-0.234	-0.015
WE1	0.133	0.334	0.045	-0.292	-0.102	0.078	-0.210	0.101	0.179	0.232	-0.220	1.000	0.162	0.023
WLB2	0.069	0.134	0.082	-0.122	0.076	-0.171	0.011	-0.105	0.146	0.019	-0.261	0.056	0.774	-0.054
WLB4	0.063	0.235	0.092	-0.093	0.039	0.025	-0.071	-0.060	0.203	-0.031	-0.184	0.174	0.786	0.036
WLB1	0.100	0.184	0.056	-0.190	0.044	-0.140	-0.058	-0.082	0.140	0.086	-0.347	0.116	0.775	-0.056
OC X NB	0.034	0.036	-0.043	-0.047	-0.005	0.158	0.001	0.091	0.034	0.082	-0.012	0.023	-0.021	1.000

APPENDIX G – JOB SATISFACTION STATISTICS



APPENDIX H – SENTIMENT ANALYSIS OUTCOMES

O profissionalismo é a chave da produtividade.
Acabar com avaliação por quotas.
Tudo o que puder contribuir para a melhoria da eficácia e eficiência dos Serviços é sempre algo positivo.
Possivelmente o serviço público tem de ser extinto, só assim a sociedade perceberá a sua importância, não só para mais pobres e desfavorecidos. Infelizmente o privado anda a reboque do sistema público e vivem com os apoios do Estado.
Dentro da AP trabalho numa área pela qual sou apaixonada e isso tem-me dado uma capacidade suplementar de superar os obstáculos e desafios que vão sendo colocados a diferentes níveis. A existência da Rede Nacional de Bibliotecas Públicas e os encontros frequentes com colegas, reuniões, formação têm sido fundamentais.
Na função Pública o problema está muitas vezes na imparcialidade. Muitas vezes nos serviços os chefes têm os amigos e não respeitam os que trazem mais valias para os serviços. Deve-se respeitar mais as equipas por parte das chefias intermédias. Quando existe falta de produtividade deve-se às chefias intermédias.
Para mim uma das maiores barreiras à produtividade é a excessiva burocracia que seria de evitar se se usasse uma fixação de objetivos mais eficiente e uma utilização correta das tecnologias, os funcionários públicos são levados a ter uma carga excessiva de burocracia redundante que não só lhes tira horas como também lhes tira o <i>focus</i> da razão de ser da sua função mais importante! Outra barreira tem que ver com o valor de ordenado que tem vindo a manter-se ao longo de mais de 10 anos, isso faz não só que as pessoas se sintam desmotivadas, como também que procurem outros trabalhos no setor privado, a continuar assim daqui a algum tempo não teremos função pública!
O sistema de avaliação dos funcionários públicos não é ajustado ao mérito e excelência. Os objetivos estabelecidos são números e quando atingidos, o trabalho está feito.
Os funcionários públicos não podem ser todos rotulados da mesma forma há ainda muitos funcionários pró-ativos e pouco valorizados.
A política anda em paralelo com as cunhas.
A estabilidade que oferece um trabalho na função pública é uma sensação boa, no entanto pode tornar-se numa armadilha pois podemos correr o risco de nos acomodarmos. Penso que é importante estarmos despertos e encontrar um equilíbrio entre desafios e estabilidade.
A maior parte dos meus colegas chega atrasado e sai antes da hora.
Muitos dos que trabalham na função pública, se trabalhassem no privado, já teriam sido despedidos!
A Administração Pública tem Funcionários muito competentes e qualificados. Precisava de Dirigentes igualmente competentes e qualificados, que a mantenham ao serviço, mas independente dos Governos e Partidos Políticos. Precisam ainda que esses Dirigentes sejam o catalisador e não o travão a uma Transformação Digital, com um repensar da Estratégia, Objetivos e Meios utilizados. Precisa ainda que os seus Funcionários sejam capacitados em áreas tecnológicas e que tenham uma perspetiva de carreira, sem estarem tantos anos sem possibilidade de progressão por causa de quotas SIADAP.
Procedimentos demasiado burocráticos, ferramentas digitais lentas, legislação não adequada à sua real aplicação.
Os problemas laborais, a produtividade, a qualidade e a dedicação decorrem, na maior parte dos casos, de falta de vocação, perfil e desajustados modelos organizacionais.

O sistema da Função Pública desmotiva os seus funcionários.
O grande problema da função pública são as injustiças que existem, muitas vezes os que menos fazem são mais valorizados do que os que realmente trabalham. Isso leva uma desmotivação. Outro fator é a avaliação por quotas, a qual é extremamente injusta e desmotivadora. A progressão na carreira poderá demorar 10 a subir de escalão, nunca se atingirá os escalões mais altos, devem estar lá para ficar “bonito na fotografia”! Os ordenados são baixos em relação ao privado.
Muita injustiça no modelo de avaliação interna dos professores. Os muito bons ou excelentes são sempre para os “da casa”.
Um dos maiores problemas da função/administração pública, senão o maior, é a qualidade da chefia! Na medida em que a maioria não tem qualificações nem apetências para os cargos ocupados, muitas vezes atribuídos por razões políticas em vez de meritórias. Levando a que o fator de decisão seja um entrave ao bom funcionamento das instituições públicas. O pouco trabalho de qualidade que se vai fazendo tem origem nos técnicos que têm compromisso com o serviço e habilitações técnicas e se não fosse esta desorganização e estrangulamento superior, aliado à falta de ferramentas de trabalho e formação específica, seria qualitativamente superior.
Muitas coisas têm de mudar na função pública, mas muitas entidades não estão dispostas a fazer essas alterações.
Considero que ser colaboradora da função pública, pode ser um motivo de orgulho e vergonha ao mesmo tempo, os serviços continuam a manter mentalidades pouco evoluídas com números imensos de dirigentes.
Não há mais produção, uma vez que é quase nula a progressão na carreira, e quando há, é devido à antiguidade e não à meritocracia.
A função pública está a saque, só uma revolução a sério poderia mudar o sistema, é só lobbies e cunhas, não valorizam as pessoas que realmente trabalham, só valorizam quem é amigo do chefe e quem tem conhecimentos dentro do sistema, uma autêntica vergonha nacional.
As mudanças devem começar pelas chefias, são elas que dão os maus exemplos e frequentemente os incitam, quer por favoritismo, preguiça, quer por interesses próprios.
Os cargos de direção/ chefia muitas vezes foram atribuídos em tempos idos e essas pessoas aí permanecem, mesmo quando não reúnem as características de um bom líder, pelo tempo que quiserem. Dificilmente há alguém acima na hierarquia que queira tomar a decisão daquilo que é melhor para instituição, mas acima de tudo para a população em geral, os principais "clientes" dos organismos de administração pública. Muitas vezes bons trabalhadores acabam por sair por este motivo... ou isso, ou adotar o famigerado estereótipo do trabalhador da função pública, tornando-se tão obsoletos como essas mesmas chefias.
Neste momento não sou feliz como professora.
Acho que se devia estudar a forma de criar subcategorias dentro de cada categoria profissional consoante as funções desempenhadas e as responsabilidades. Um motorista de pesados, (por ex.), tem muitos mais encargos e responsabilidades que um outro assistente operacional que varre ruas ou que apenas mete gasóleo ou está no armazém da roupa.
Há excelentes trabalhadores na função pública. O problema é que nunca são reconhecidos e começa a cansar ouvir a opinião pública a generalizar. Dentro da Administração Pública há quem "vista a camisola" e trabalhe em prol do bem comum.
A legislação deveria ser mudada de forma a causar menos injustiças para os trabalhadores.
De um modo geral falta cultura de mérito no Estado.
A mudança vem de cima, enquanto os próprios políticos/chefias de topo não tiverem essa vontade de mudar e sensibilidade para estas questões, nada irá mudar.

A felicidade no local de trabalho é possível e faria a diferença, contudo no nosso país necessitamos mesmo trabalhar as mentalidades!
A função pública ainda é vista como sendo a mais facilitadora pela estabilidade que ainda dá aos trabalhadores que muitas vezes não são acompanhados. No entanto, ainda são vistos como trabalhadores que pouco fazem, facto que não posso concordar tendo em conta a minha experiência pessoal.
As carreiras do Regime Geral foram brutalmente destruídas em Jun. 2005, e, Jan. 2009. Atualmente 75% dos miseráveis técnicos superiores para atingir o topo da carreira precisariam de trabalhar 120 anos, ou seja, teriam de viver 3 ou 4 encarnações. No regime geral reina desde 2005/2009 a miséria completa.
Com o decorrer dos anos, a desmotivação para ser produtivo na função pública é maior.
O problema da produtividade está associado à falta de organização do trabalho e não tanto da burocracia, à falta de envolvimento e participação das pessoas no processo de tomada de decisão. Ganharia a produtividade se existisse organização, trabalho de equipa, planeamento de tarefas, reuniões de equipa, comunicação e participação ao nível das funções técnicas. Seria importante desenvolver uma abordagem de liderança na Função Pública e deixar de ser um exercício de chefia meramente hierárquico. Também seria essencial a participação dos funcionários em ações de formação qualificada e adaptada aos contextos de trabalho.
A organização da Administração Pública precisa de ser ouvida nas bases.
O trabalho não é reconhecido nem valorizado, o que é desmotivador.
Haver mais formações para cada área do funcionário.
Não concordo com avaliação da função pública.
Os diretores e coordenadores têm de sair dos gabinetes e conhecer as realidades nos locais de trabalho e senti-las na pele.
A Administração Pública tem de se adaptar a novos modelos de governação em que a produtividade e valorização do capital humano sejam o foco.
A burocracia, autoritarismo e políticas de não vincular recursos humanos aos quadros, preferindo a contratação pública, está a contribuir para uma inoperacionalidade da administração pública. Esta falta de quadros e fecho de serviços públicos está a causar o maior despovoamento (e não desertificação como muita "gente" diz!) do território português. Espero, sinceramente, que este estudo não seja mais um a ir para a gaveta e ignoradas as evidências.
Em 20 anos de carreira ainda não conheci algum dirigente de recursos humanos que entenda o potencial extraordinário da responsabilidade que tem nas suas mãos.
Promover reuniões com colegas de trabalho de maneira a trabalhar diferenças.
Jornada de trabalho continua é mais produtiva.
A burocracia é o principal fator para uma melhor produtividade, bem como o retorno financeiro e o reconhecimento dos trabalhadores.
A distância ao local de trabalho é impeditiva de melhoria na qualidade do trabalho executado e prejudicial à motivação pelo cansaço que provoca e ocorre por razão da má relação salário/rendas na minha região: Grande Porto.
As Câmaras não fomentam /adotam o teletrabalho apesar de fazermos prova que somos mais produtivos e felizes em teletrabalho parcial.
Muita coisa terá de mudar na Função Pública, principalmente a tabela salarial e as progressões nas diferentes carreiras. Deveria haver prémios de produtividade.

<p>A carreira especial de fiscalização deve ser a mais estigmatizada, desconhecida e um dos parentes mais pobres na área da administração local. Onde normalmente para além de alguns terem ficado com as carreiras "congeladas" logo em 1995, até hoje! O acesso é mais exigente ao nível das qualificações e habilitações literárias, trabalham com riscos elevados todos os dias e são remunerados ao nível de assistentes técnicos. Os fiscais respondem na rua aos desígnios das autarquias e sabe-se lá quantas vezes sob pressão do município e da autarquia.</p>
<p>No meu local de trabalho não somos estimulados a fazer melhor.</p>
<p>O trabalho deve ser mais autónomo e assente em metas de produtividade concretas do que em cumprimento de horários.</p>
<p>A má gestão é uma condição.</p>
<p>Na maior parte dos estabelecimentos que os funcionários públicos trabalham, uns são pressionados porque tentam não entrar numa rede de quem da graxa ao superior é quem é favorecido, quem não dá graxa ao superior é sobrecarregado, intimidado e muitas vezes ameaçado. Também são escalados para os piores horários e serviços. Mesmo que tenha problemas de saúde ou filhos menores não têm respeito nem consideração nenhuma sobre os seus subordinados. Pisam uns para agradar os outros entre outras coisas. É urgente ir para o terreno combater estas injustiças graves.</p>
<p>Com chefias e coordenadores assim, nunca vai mudar nada!</p>
<p>O estudo é importante, mas na realidade não irá servir em virtude do controlo político. Fazem escolhas com base em interesses e nunca com base na realidade de quem trabalha.</p>
<p>Valorizar o trabalho de cada um.</p>
<p>Eliminar a política da gestão de qualquer organização que queira sustentabilidade.</p>
<p>Os políticos para assumirem determinados cargos na Administração Local deveriam fazer formação previamente para saberem pedir e mandar.</p>
<p>Quem faz as Leis devia trabalhar com elas para ver que muitas vezes não funcionam na prática.</p>
<p>Entendo que os resultados deste estudo possam ser uma mais-valia para que haja mudanças positivas e urgentes na Administração Local/Função Pública.</p>
<p>Na minha opinião o maior problema de produtividade e desmotivação na função pública prende-se com a politização de chefias, com a permissão de chefias tóxicas e incompetentes por parte de quem deveria defender o serviço público.</p>
<p>A falta de compromisso com o serviço público dos funcionários admitidos nos últimos anos, nomeadamente a integração automática dos precários e a falta de lideranças isentas e justas das chefias irá trazer graves problemas num futuro próximo à função pública.</p>
<p>Falta de desempenho dos superiores.</p>
<p>Menos horas trabalho, melhores salários e igualdade de oportunidades géneros.</p>
<p>Quando vemos um funcionário da administração local ir para a reforma após 40 anos de serviço, a receber o ordenado mínimo, quando ao longo da sua carreira foi tendo diversas progressões, percebemos que o funcionamento destes serviços, precisa e muito ser melhorado.</p>
<p>Aguardo por uma atualização há quase 19 anos. Tenho 23 anos de casa. Continuo a ganhar o ordenado mínimo, sou assistente operacional com o curso técnico de secretariado.</p>

<p>Há na Função Pública muita política à mistura. Tal facto verifica-se, na maioria das vezes, nos cargos de chefia. Isso faz, também, com que não sejam neutros e imparciais nas avaliações, na distribuição de serviço e na tomada de decisões. Além disso, em certos organismos públicos, não há liberdade de expressão, ou melhor, haver, há, mas depois ficas queimado e encostante a um canto até te cansares e dares um novo rumo à tua vida. Um outro aspeto que saliento prende-se com o facto de certos cargos de direção serem ocupados durante mais de 15 anos sempre pela mesma pessoa. Isso dá origem, por um lado, a vícios, sendo o poder o maior. deles e, por outro, a procedimentos muito cristalizados, que levam as pessoas a sair.</p>
<p>Falta organização administrativa na função pública.</p>
<p>Valorizar os funcionários com licenciatura independentemente da idade. Todos os licenciados deveriam passar a técnicos superiores.</p>
<p>Melhor valorização laboral e menos injustiças.</p>
<p>Os chefes deveriam ter mais atenção aos funcionários que têm quase 20 anos de serviço, acarinhar o funcionário e não o desprezar.</p>
<p>O Estado leva as pessoas a desistir. Tenho formação superior. Trabalhei como técnica superior no desempenho de outras funções (centro novas oportunidades e centro qualifica), com contratos a termo certo, durante mais de 5 anos, com avaliação de desempenho relevante em 3 desses 5 anos. Impuseram hiato entre contratos para não criar vínculo. Com o contexto pandémico covid-19, sendo trabalhadora independente vi-me impedida de trabalhar como explicadora. Concorri então para assistente técnica por tempo indeterminado, fui admitida e hoje desempenho funções de assistente técnica em escola. Contudo, continuam os concursos por tempo certo/incerto para técnicos superiores. Sou licenciada em engenharia geológica em universidade pública. Concursos na área, praticamente inexistentes. Porquê que o estado financia e permite a abertura de cursos sem empregabilidade? Sempre apostei na minha formação contínua. O Estado não valoriza as pessoas, obriga-as gradualmente a desistir!</p>
<p>As avaliações só são benéficas para quem nada faz.</p>
<p>Sou assistente técnica e sinto-me desmotivada com o meu salário que é muito baixo, o governo não valoriza os nossos anos de descontos e o SIADAP só veio provocar mais injustiças pois só veio beneficiar os que dão graxa aos avaliadores devido à atribuição das quotas. Se não houvesse quotas talvez houvesse mais justiça nas avaliações.</p>
<p>A não possibilidade de acesso a outras modalidades de trabalho, como o teletrabalho, e outros tipos de conciliação da vida profissional, familiar e pessoal deviam ser atentadas por quem gere a função pública. Esta ausência contribui para níveis de desmotivação, e outros, na Administração Pública.</p>
<p>Somos os funcionários públicos mais mal-amados.</p>
<p>O SIADAP, trouxe injustiças e meritocracia aos locais de trabalho. Os salários da função pública e as progressões tornam os funcionários públicos menos realizados e, por conseguinte, menos empenhados. As nomeações para cargos de dirigentes, também deviam acabar, pois deviam estar lá por mérito próprio ao invés de serem impostos e não saberem ser líderes.</p>
<p>As animadoras não são devidamente valorizadas.</p>
<p>Mais apoio ao pessoal no trabalho.</p>
<p>Faltam bons líderes e não colocações por nomeação política.</p>
<p>Avaliação de desempenho na função pública.</p>
<p>A tabela salarial deveria ser definida em função do trabalho realizado, resultados e empenho. Por exemplo, atualmente há situações de dois trabalhadores com o mesmo vencimento e um com tarefas sem grande responsabilidade e outro com tarefas de responsabilidade e exigente; mas ambos no mesmo nível remuneratório. E o SIADAP não resolve esta situação.</p>

A escolha das chefias é o principal problema.
A melhor "função pública" é aquela que funciona com objetivos e prêmios monetários: conservatórias, finanças, etc.
É inadmissível o uso de equipamentos informáticos obsoletos. É inadmissível a existência de diversos sistemas informáticos e a obrigatoriedade de usar o papel em simultâneo. É inadmissível que as chefias sejam lugares políticos e os concursos sejam uma farsa. É inadmissível que se realizem programas que só servem para gastar dinheiro e não servem para nada.
O SIADAP é o sistema de avaliação mais injusto que existe. O que nos dizem é que com a existência de quotas, as boas notas têm de ser rotativas. Não, não têm!!! As notas devem ser justas e os funcionários não têm de andar a mendigar notas quando deram o litro para as merecer! Acabem com o SIADAP!!! Ninguém trabalha motivado sabendo que não vai ser avaliado justamente ano após ano!!!
Era urgente utilizar este estudo para fazer a mudança urgente da administração pública em todos os setores ao nível das chefias.
A falta de progressão na carreira e a certeza de ter apenas um "adequado" no SIADAP, aliados a um número cada vez menor de trabalhadores, o que acarreta enorme e muitas vezes insuportável quantidade de trabalho, estão a destruir todo o sistema!!! Estão a condenar os trabalhadores a uma espécie de "morte lenta".
A chefia na função é colocada lá pelo partido político a governar e não pela competência em 90% dos casos sem ter qualquer conhecimento do trabalho e das tarefas, e com a prepotência do poder. Muitas vezes usando técnicas de "bullying" e assédio para com os trabalhadores.
Um dos grandes problemas é a falta de qualificação das pessoas e também uma desmotivação generalizada e uma enorme ausência falta de sentido Público.
Concordo com o trabalho por objetivos, mensuráveis. Considero que o SIADAP, da forma como está elaborado, com limites de quotas, não dá lugar à meritocracia, mas ao clientelismo.
Falta de organização e capacidade de liderança é o grande problema da administração pública.
É importante valorizar o recurso humano que trabalha e está sempre disponível.
Continua a existir uma grande diferença na formação dada na função pública que não vai de encontro a melhorar as funções que o trabalhador necessita para exercer melhor as suas funções.
Os concursos para cargos de direção na administração pública deveriam ser efetuados de forma justa e transparente e não um faz de conta para pessoas afetas a interesses partidários e para formalizar cargos já ocupados por essas pessoas. As direções mais próximas dos trabalhadores não deveriam estar dependentes dos partidos que formam os governos.
As chefias não são selecionadas pelas suas competências, mas sim por questões políticas, o que afeta muito o bom funcionamento da administração.
Mais igualdade e menos assédio.
Pese embora considere que possa ser bastante melhorado o trabalho na administração e função pública, parece-me que tal depende em grande parte do comportamento e atitude dos seus trabalhadores que, na minha perspetiva só veem os seus direitos e não os deveres.
O que mais afeta os trabalhadores da função pública é o modo como são vistos pelo público em geral (trabalham pouco e ganham muito), que em nada corresponde à realidade. além de sermos mal remunerados, não temos perspetivas de melhoria ao nível de progressão na carreira, dado o sistema de avaliação de desempenho implementado e as decisões do governo, em matéria de atualização salarial.

A politização das chefias distorce a eficácia.
Existe muita injustiça na avaliação de desempenho entre os trabalhadores.
Acho que seria importante fazer um outro estudo apenas focado no método de avaliação da Função Pública, o SIADAP.
Os trabalhadores com uma avaliação relevante deveriam serem compensados com prémios.
Os diretores, ou chefes de serviço, etc., deveriam ocupar os lugares por mérito e não por cor política.
Apesar de todos os dias ir trabalhar com vontade e boa disposição, esse sentimento acaba por desvanecer porque a disputa de alguns colegas e a criação de um ambiente hostil para quem é cumpridor, é por demais desgastante e desmotivador. O problema também é agravado pela constante mudança de chefias, ao sabor das eleições e a colocação de administradores por cores partidárias e sem experiência ou conhecimento para o desempenho dos cargos o que origina que não conseguem perceber quem faz o seu trabalho, só se preocupam com os resultados e metas a atingir não importa quem contribui, nem quem, além de não trabalhar ainda estorva e no final não existe qualquer espécie de agradecimento.
É importante estudar os valores salariais vs. funções (a trabalho igual deveria corresponder salário igual) sendo que não me estou a referir à questão de as mulheres ganharem menos que os homens.
Melhoria do sistema de avaliação e progressão na Função Pública, sustentado nos verdadeiros mérito e desempenho.
Motivação e inovação precisa-se nos Serviços Públicos.
O maior problema na administração pública é trabalhar-se para os números e para satisfazer as necessidades de promoção das chefias e para se manterem nos cargos, em vez de se olhar, objetivamente, para as necessidades reais dos utentes que servem, tendo em conta os recursos humanos e técnicos existentes. Também, as funções são geralmente, desadequadas às qualificações. Sou licenciada, mas 90% do trabalho é administrativo. Sou mal paga como técnica superior e bem paga como técnica administrativa. Para terminar, a avaliação de desempenho com quotas faz com que trabalhadores que cumprem as suas funções e dão boa imagem dos serviços públicos tenham a mesma nota dos que estão na prateleira, pois os chefes nunca dão notas negativas a ninguém - porque lhes dá muito trabalho e seria confrontarem-se com a sua própria incompetência. Ou os serviços públicos que têm tão má fama não têm pessoas com avaliações negativas? Devia haver mais diferenciação. Bom trabalho!
Mais uniformidade e fim das avaliações monótonas e repetitivas ao longo das décadas. Igualdade e justiça para quem de facto trabalha.
Sistema de progressão/avaliação é discriminatório. podes ser muito bom técnico e nunca chegar ao topo da carreira ou podes dedicar-te a construir um bom curriculum e segues até ao topo.
Para além das questões salariais e do sistema de avaliação de desempenho que serve apenas para impedir a progressão na carreira, existem fatores condicionantes à satisfação profissional, tais como condições de trabalho, falta de espírito de equipa e de interajuda entre colegas, falta de apoio pelas chefias e de oportunidades de formação nas áreas técnicas, não é permitido a conciliação da vida profissional e laboral, através da realização do teletrabalho (que continua a ser mal visto). Acrescem situações de assédio moral, que não podem ser aceites e que não são reportadas.
O estudo parece bastante útil se realmente os decisores aplicarem as potenciais alterações que venham a ser apresentadas no final do estudo como potenciadoras de melhorias no funcionamento da administração pública.

<p>Já que mobiliza tempo e recursos públicos, que pudesse ser um instrumento de análise por parte dos decisores políticos para implementarem verdadeiras reformas.</p>
<p>Os funcionários públicos são demasiadamente responsabilizados, têm pouca autonomia, há demasiadas regras no que diz respeito ao Código do Procedimento Administrativo e ao Código dos Contratos Públicos que condiciona o trabalho e a resposta. Investe-se demasiado em controlos e auditorias do que no serviço ao cidadão.</p>
<p>Valorizar os trabalhadores e ser justo.</p>
<p>A excelência das organizações deve-se á prestação da excelência das pessoas. A excelência da prestação dos Trabalhadores exige dos Dirigentes um foco, não em si, no seu partido no seu “padrinho”, mas na missão da organização e nos mais elevados valores éticos e, surpreendentemente, no conhecimento das melhores competências dos trabalhadores para serem alocadas á prestação do serviço. Todos podem ser excelentes com conhecimento e foco no desenvolvimento de capacidades necessárias aos fins organizacionais.</p>
<p>Tendência cada vez maior, dos dirigentes, em trazer para o serviço amigos não qualificados para as funções, em prejuízo direto e descarado do serviço publico. Favorecimento e proteção dos amigos. Falta de ética descarada, prepotente e soberba.</p>
<p>Dos obstáculos à motivação para o trabalho e melhor desempenho de pessoas e instituições públicas salienta-se: (i) o facto de, cada vez mais e mesmo em cargos intermédios, as chefias serem escolhidas/nomeadas em função da "confiança" política e não em função do conhecimento das instituições e do seu funcionamento, da experiência e mérito no trabalho e na área em que chefiam, por vezes inibidor da otimização do planeamento, organização e distribuição de trabalho/tarefas e gerador de injustiça a vários níveis; (ii) falhas na disponibilização de formação adequada ao desenvolvimento de competências para trabalhar. adequadamente com ferramentas informáticas necessárias, sejam elas software específico ou programas como o Word ou o Excel e (iii) falhas e lacunas no sistema de e na avaliação.</p>
<p>Devemos acabar com o SIADAP que é injusto.</p>
<p>A função publica tem vindo a ser cada vez mais politizada, acolhendo em cargos de direção gente incompetente e malformada nas áreas que tutelam.</p>
<p>Onde trabalho fazemos mesmo o trabalho e o salário do meu colega é mais do dobro do meu e entrou depois de mim e com menos habilitações que eu. A carreira de informática não foi integrada nas carreiras gerais da função pública.</p>
<p>Semana de 4 dias de trabalho.</p>
<p>O sistema de avaliação (SIADAP) da função pública é injusto.</p>
<p>A questão da produtividade na Administração Pública só se resolverá com uma reforma profunda da própria AP, que englobe extinção de serviços, externalização de muitos outros onde não deve ser a AP a prestar o serviço, com a alteração do modelo de gestão, que deve ser mais empresarial, com a implementação da avaliação do impacto do que cada organismo faz e, por último, com uma alteração profunda na sistema de avaliação e remuneratório de toda a AP, onde se possa avaliar e premiar o trabalho, o esforço e o mérito de cada um e não em bloco, como acontece hoje.</p>
<p>A função Pública no geral tem um longo caminho a percorrer para ser capaz de rentabilizar os recursos humanos e materiais de que dispõe.</p>
<p>Um dos grandes problemas é a forma de subir na administração pública, em termos salarial, o modo de avaliação é muito injusto, pois as preferências acontecem.</p>

<p>O facto de não possuímos mecanismos que permitam fazer face ao assédio moral na função pública é muitíssimo desmotivante. Gosto do que faço. O princípio do serviço público motivame. O foco em atingir objetivos mal definidos, pelo contrário, tira-me a vontade de trabalhar.</p>
<p>Deveriam ser dadas oportunidades para os funcionários com o 12º poderem aumentar os estudos e poderem evoluir nas carreiras.</p>
<p>No âmbito geral e na minha esfera de conhecimento e experiência, os dirigentes da Administração Pública não possuem qualquer competência para serem líderes de organizações muito menos de pessoas.</p>
<p>Quando interesses políticos e pessoais interferem no verdadeiro sentido publico e de justiça, pouco podemos esperar do sistema.</p>
<p>Enquanto na função publica não se pagar e cobrar (dos funcionários) como no sector privado, os melhores funcionários ficam sempre a perder em detrimento dos maus funcionários, os "velhos do Restelo" do estado não deixam que algumas coisas sejam mudadas para que exista uma verdadeira alteração de comportamentos e mentalidades.</p>
<p>A administração pública encontra-se excessivamente partidarizada, levando a que o acesso a posições de chefia/direção só seja possível (salvo raras exceções) a quem pertence a determinado partido ou a quem está bem relacionado com alguém de determinado partido (apenas variando em função do partido que está momentaneamente no poder). Sendo que os concursos realizados para estes cargos, mais não são que uma fachada para dar a ideia que o mérito é o principal critério de acesso aos mesmos.</p>
<p>A progressão salarial da função pública é assente sobretudo na idade. Na administração Central, a existência de quotas e a forma como é utilizada é totalmente descabida, porque o trabalho difere muito de unidade para unidade e os avaliadores não têm noção de outras realidades. Falo por experiência própria, uma vez que trabalhava numa unidade onde tinha vários colegas muito produtivos e com competências interpessoais muito desenvolvidas e, quando mudei para outro concelho, deparo-me com colegas muito pouco produtivos, com falta de competências interpessoais, que são avaliados com notas altas porque as chefias não têm noção de outras realidades.</p>
<p>Relevar que visto diariamente a camisola do Serviço a que pertenço, numa caminhada com inerentes vicissitudes várias, mas, com oportuna disponibilidade e trabalho contribuo de forma decisiva, não só para o meu próprio crescimento profissional e emocional como para os resultados e objetivos do Serviço e sobretudo para os utentes que nos procuram. Sempre consciente que não posso esperar “prémios” das chefias que defendem os seus lugares e implementam ordens que recebem. O estigma “Funcionalismo Público” permanecerá sempre na função Pública, onde grande parte de trabalhadores trabalham com eficiência e eficácia, ajudam os utentes, excedendo-se muitas vezes e sendo protagonistas da evolução dos Seus Serviços e da Função/Administração Pública em Geral, por si só.</p>
<p>Considero que a matéria em estudo é de grande importância, seja para a melhoria das organizações de Serviço Público, seja para o grau de satisfação, reconhecimento e qualidade de trabalho dos técnicos (vertentes que se conjugam, mas não se completam isoladamente). Não tenho dúvidas sobre o mérito e propósitos deste trabalho, que terá suportes a transcender, largamente, o questionário (também este, uma ferramenta importante; mas a tratar com cautela, na leitura dos resultados apurados), que espero seja complementado com testemunhos/inquirição direta de chefias e técnicos. Votos do maior sucesso!</p>
<p>A modernização de sistemas informáticos iria melhorar a produtividade e os resultados a alcançar.</p>
<p>Revisão de tabelas. Um trabalhador a entrar nos serviços agora, entra em vantagem salarial comparando com um que está nos serviços há mais de 20 anos com as mesmas funções.</p>

O trabalho na Função Pública podia ser excepcional, se as pessoas conseguissem trabalhar sempre com isenção.
As regras da Administração Pública deviam ser revistas e aproximarem-se mais das aplicadas ao privado.
Os salários baixos, o plano de carreira irrelevante e o excesso de incompatibilidades com exercício de outras atividades são os fatores mais desestimulantes na função pública.
Inverter a tendência de politização, partidarização e centralização da Administração. Implementar Gestão com autonomia técnica, profissionalizada e descentralizada.
Infelizmente a gestão de certos organismos públicos está na falta de uma chefia que seja líder também, devia-se ter mais cuidado no recrutamento destas pessoas. Alguns Serviços têm a sorte de terem 3 ou 4 funcionários bons que conseguem levar tudo "a bom porto", mesmo desmotivados continuam a remar. Sou da opinião que em certos Serviços existem demasiados chefes, apenas e só a receber o vencimento.
É necessário aumentar o nível de exigência e de supervisão nos serviços da administração pública.
A desmotivação causada pelo sistema de Avaliação SIADAP, é deveras o principal motivo de descontentamento.
Falta diálogo, abertura de comunicação em equipas de trabalho para unificação do grupo, simplificação de procedimentos, mantemos uma burocracia muito pesada na administração pública. Continua-se a produzir muito papel e a duplicar tarefas, a informação fica bloqueada/retida em algumas hierarquias e equipas de trabalho restritas, a avaliação de desempenho tem de cair para que todos possam trabalhar para a mesma missão com afinco e dedicação para com a população alvo com que trabalha, seja entidades, utentes ou população interna. A avaliação de desempenho traz desmotivação entre colegas que trabalham para a mesma missão, penalizando a instituição futuramente, devia de haver uma progressão automática e por concurso (como, extra para progressão) seria mais justo e a administração pública não ficava penalizada na execução. Assim, cria-se ruído por tempo indeterminado, baixando a produtividade dos serviços, além de estarmos com uma população ativa envelhecida, que já está por tudo e as quotas penalizam quem está nos últimos anos a contar em progredir, porque está com um pé para a reforma. A Administração Pública tem de trabalhar a par dos privados para acompanhar a evolução dos tempos e melhorar as receitas e os seus trabalhadores aumentarem os seus rendimentos para poderem sobreviver, não podemos continuar a ter trabalhadores a trabalhar dedicadamente e com progressão ao nível do salário médio. Neste momento tempos escalões que nesta última década estão quase no salário mínimo dentro da próxima década para a reforma com o salário mínimo, é justo, motivador. São todos estes fatores e muitos mais que estão a travar a evolução da Administração Pública, o estado tem de mudar a forma de trabalhar urgentemente. Os mais velhos já não preparam os mais novos como antigamente, para o bom desempenho dos serviços. Tudo mudou nesta última década para pior. E, entrada de sangue novo, está cada vez mais bloqueada e também só vem quer não quer evoluir na carreira, porque as progressões não ajudam. Sucesso para este estudo.
Não é necessária maior supervisão da parte dos dirigentes é necessária melhor supervisão. A falta de capacidade e de conhecimento por parte dos dirigentes é de facto um fator que promove a desmotivação. Não sabem o tipo de tarefas, não sabem o tempo que demoram, não sabem a complexidade. Definem objetivos incoerentes e depois são avaliadores de quem sabe e faz muito mais do que eles. Isto é um enorme fator de desmotivação. Quanto ao número de chefias considero até que é muito elevado, menos e com maiores capacidades seria muito melhor.
Dou muito reconhecimento ao atual estudo, contudo o serviço público não carece da existência de estudos e reflexões, carece sim de coragem política para reconhecer o que não está bem e fazer as mudanças necessárias. Esse reconhecimento não interessa à classe política porque os

<p>serviços continuam a ser chefiados pelos "protegidos da classe" e não pela meritocracia. Honrar o serviço público, a causa pública, seria fazer esse reconhecimento e traçar um plano de ação / implementação com vista à qualidade do serviço prestado.</p>
<p>Sobre o assédio no local de trabalho devo especificar que já tenho 30 anos de carreira na Função Pública e que já senti assédio muito intenso em outros locais de onde tive de sair. Neste local atual não existe assédio e recomendaria a outras pessoas, ainda que exista injustiça nas classificações.</p>
<p>Não vale a pena estereotipar (!): os vícios de que padece a nossa Administração/Função Pública são exatamente os mesmos verificáveis (em maior ou menor grau) num setor privado que prima pelo micro ou pequeno empresariado. Em suma: a sociedade é a mesma!!!</p>
<p>A falta de funcionários e a elevada carga burocrática da função pública continua a ser um dos maiores obstáculos para a produtividade. Em muitas áreas o <i>burnout</i> dos funcionários é uma realidade.</p>
<p>Estou satisfeita com o meu trabalho e com a organização onde desenvolvo o trabalho.</p>
<p>Os funcionários públicos encontram-se numa situação fragilizada perante a sociedade portuguesa, pois para a sociedade não passamos de meros parasitas. Quando me falam neste modos tendo a concordar, pois com muita frequência que oiço as seguintes afirmações "já estou velha para isto"; "esforça-te tu agora que com a tua idade fiz o mesmo"; "quem quiser que faça", estas afirmações vem por parte de colegas que auferem uma remuneração superior à minha, supostamente deveríamos ter as mesmas funções, mas na realidade vou sendo massacrada cada vez com mais trabalho o que não me tem nenhum reconhecimento, por melhor que trabalhe o que ganho é uma "pancadinha" nas costas e no dia seguinte mais trabalho. Quanto às chefias, estão completamente obsoletas, não se preocupam em modernizar, tentam subjugar os trabalhadores como se tratasse do período de ditadura "manda quem pode, obedece que deve". Quando informamos a chefia que os procedimentos estão a ser mal adotados, fazendo referência inclusive à legislação em vigor, a chefia por vezes destrata-me e assedia-me. Digo com toda a certeza que a função pública está doente.</p>
<p>Penso que tornar as avaliações públicas iria melhorar muito a justiça das mesmas e evitar o "rancor" de quem não consegue nota de mérito.</p>
<p>A certeza de não despedimento, o método de avaliação e a hierarquia de decisões na fundação pública, são, quanto a mim o maior entrave a produtividade. Não é promovida ou valorizada a autonomia e a proatividade, lamentavelmente.</p>
<p>Vivem melhor alguns subsidiados (RSI/desempregados) que eu e a minha esposa a trabalhar.</p>
<p>O tomar dos cargos da administração pública pelos aparelhos partidários torna-a ineficaz e improdutiva.</p>
<p>Penso que a desmotivação geral dos trabalhadores da Função pública se deve ao sistema de quotas e aos pontos necessários para progredir numa carreira inatingível (10 anos -10 pontos). Ainda que avaliados como adequados, não somos reconhecidos pelo nosso trabalho e funções.</p>

<p>Gostaria que os resultados deste estudo fossem divulgados e aproveitados para realizarem reformas estruturais na função pública. Na minha opinião, a forma como as carreiras públicas estão estruturadas é incompreensível. Desde a impossibilidade chegar ao topo de carreira. A forma de avaliação é desmotivante, pois o sistema de avaliação é de 1 a 5 e, no entanto, não se pode ter avaliações de 2 e 4. O sistema de quotas, pois a percentagem de relevantes em cada unidade é irrisória. Que me digam que existem poucos excelentes acredito, mas tão poucos relevantes. É um sistema em que uma pessoa por mais que se esforce, não consegue atingir determinadas avaliações e isso é desmotivante. Além de situações de favoritismo e verificarmos que existem pessoas em lugares de chefia por questões partidárias, por estar filiado em determinado partido e não pela sua competência. Emito esta opinião devido à minha formação académica, economia e ser apartidária, pois acho que as políticas e estruturas implementadas são tão importantes de forma a termos serviços públicos de qualidade e que sirvam a sociedade. Que esta possa ser uma sociedade desenvolvida, de todos para todos.</p>
<p>Na administração Pública, a burocracia é demasiada e o equipamento informático, na maior parte das vezes é obsoleto.</p>
<p>Na questão da supervisão: não é preciso mais supervisão, tudo se sabe. é preciso é haver vários pesos e várias medidas.</p>
<p>Incentivos salariais na função pública, progressão mais justa e célere, nomeações de acordo com competências.</p>
<p>Maior compreensão por parte das chefias.</p>
<p>As quotas e os aumentos salariais em percentagem são da maior injustiça.</p>
<p>As diretoras dos centros de formação têm de ser melhores e mais humanas.</p>
<p>Acabar com as quotas de avaliação, mais progressão na carreira e melhor salário. Dar importância da mesma maneira a todas a carreira/categorias profissionais. Todas as carreiras e categorias profissionais são importantes para o funcionamento da administração pública.</p>
<p>Devia haver uma contratação de uma consultora externa aos serviços da Função Pública, para fazer uma análise de funções, correta e imparcial e eliminar postos de trabalho que em nada crescem, devendo essas pessoas ser alocadas a outros serviços, já que não podem ser despedidas como deveriam ser. Bom Trabalho!</p>
<p>O facto de a nomeação das chefias estar associado aos partidos políticos e não às capacidades de gestão, faz com que, muitas vezes, não sejam pessoas adequadas para liderar equipas e institutos eficazmente.</p>
<p>Alterar o sistema de avaliação de desempenho para anual e que permita uma avaliação entre pares e a 360º, em que todos se avaliam entre si (Dirigentes, Trabalhadores e Equipas).</p>
<p>Cada vez mais os postos de trabalho que existem na administração pública, fazem sentido. A modernização dos Serviços não obstaculiza o trabalho técnico. Há que dar possibilidades às pessoas que a nós recorrem e que têm facilidade com novas tecnologias a certeza de que podem fazer por essa via. Isto não impede que não tenhamos de validar essas situações (despendendo de menos tempo/custos), canalizando as nossas sinergias para públicos mais carenciados, no que respeita à facilidade com tecnologias de informação, literacia, idade, condição socioeconómica. Estou sempre disponível para fazer Serviço Público, no trabalho ou fora dele.</p>
<p>Sugiro maior competência, capacidade de liderança, frontalidade e empenho dos dirigentes. A necessidade de implementação de um sistema de avaliação dos dirigentes por parte dos seus colaboradores. Reformulação do sistema integrado de gestão e avaliação do desempenho na Administração Pública (SIADAP) por forma a ser mais justo, real, adequado e exequível relativamente ao desempenho dos trabalhadores.</p>

Os cargos de direção/chefia deveriam ser por mérito e não por "confiança". Enquanto isto não for mudado, andamos a dar murros em ponta de faca! O maior problema começa nas nomeações, pois essas pessoas não querem "levantar ondas" e, como tal, não têm coragem para aplicar as regras e serem justos nas avaliações.
A função pública está politizada e não segue uma base de meritocracia. As competências existentes por vezes não são aproveitadas por existirem circuitos e estruturas demasiado rígidas.
A minha opinião é expressa em relação a um serviço dentro dum departamento, num instituto público. Temos uma excelente equipa, mas à volta os casos não são todos iguais.
O trabalho na Função pública é sempre alvo de piada e chega mesmo a ser discriminatório dentro e fora do serviço. Sou alvo de piadas mencionando que trabalho pouco, saí cedo e ganho muito. Tais factos não correspondem de todo à verdade. Por vezes trabalho após as 20 horas da noite, ganho mal para o tipo de funções e responsabilidade que tenho. Existe uma falsa ideia de que na função pública ninguém trabalha e não são despedidos. Sinto isso sobretudo de quem está fora do serviço. Ainda assim, dentro do meu serviço existem diferentes núcleos e as discrepâncias de volume de trabalho e funções é enorme de equipa para equipa. Isso leva a que alguns núcleos tenham muito trabalho por vezes até por volta das 20 horas da noite e outros núcleos e serviços em que sabemos que não têm volume de trabalho para estarem "ativos em termos laborais " todo o dia. Nos departamentos e serviços que prestam algum tipo de serviço após as 17 ou 18 horas devia existir um reconhecimento e compensação remuneratória. Eu trabalho mais do que os meus colegas e recebo o mesmo. É injusto.
A Função Publica deveria ser reformulada, ainda existe muita burocracia.
É útil, apesar da resposta a algumas questões serem demasiado obvias, ou seja, não seria preciso um estudo para perceber isso, sobretudo quando em média um técnico superior precisa quase 140 anos para chegar ao topo da carreira.
O funcionalismo publico é demasiado politizado.
O sistema de avaliação SIADAP contribui para desmotivar. Deveria ser revisto, nomeadamente a questão das quotas e número de anos necessário para progredir.
Em qualquer trabalho o primeiro passo para o sucesso é gostar do que se faz, que é o meu caso!
Sobre a supervisão, a que é feita no meu trabalho é somente o controlo de assiduidade e a estatística. Não há formação técnica para avaliar os processos e a qualidade. Num sentido a supervisão é excessiva a ponto de nos impedirem o teletrabalho, no outro sentido é quase inexistente. Além disso, só é feita junto dos que trabalham. Os que nada fazem (que são os temidos ou os favoritos) a supervisão é nenhuma. Agradeço o interesse por nós! Agradeço este estudo! Muita sorte e um excelente trabalho, são os meus desejos para si!
Sugestão de divulgação das conclusões junto do Ministério do Trabalho, Solidariedade e Segurança Social - Ministério "preocupado" com a implementação do trabalho digno.
Tudo funciona melhor em trabalho de equipa e para isso os funcionários deveriam ser "consultados" para uma melhor gestão do trabalho.
Considero que, em geral, os serviços públicos estão muito politizados o que tem uma influência profundamente nefasta na produtividade da organização porquanto, na maioria das vezes, as chefias são escolhidas por questões partidárias. Veja-se, a título de exemplo, que desde há alguns anos que os meus superiores hierárquicos detêm categoria profissional inferior à minha; é(são) mais novo(s) na carreira e na casa do que e do que os meus colegas; e é(são) o(s) mais novo(s) em idade.

<p>A opacidade do sistema de avaliação de desempenho (SIADAP), permite a existência de fortes injustiças e alta desmotivação por parte dos trabalhadores. No âmbito dos dirigentes, eles têm-se revelado cada vez mais frágeis, tecnicamente incompetentes e com falta de preparação para gerirem trabalhadores. Está instituída uma cultura paternalista e de submissão, que não promove o desenvolvimento pessoal, profissional e de modernização da minha instituição.</p>
<p>Deixamos de dar o nosso melhor, primeiro porque incomoda os colegas que não querem fazer nada mais que a sua parte, deixamos de dar o melhor quando o demos e nunca fomos reconhecidos por isso, deixamos de dar o nosso melhor quando nos humilham diante de todos, deixamos de dar o nosso melhor quando o mérito não conta e o que conta são os amigos e o favor político, deixamos de dar o nosso melhor quando o sistema rebenta connosco e passamos a ser seres que se esgotaram a querer seguir o caminho da honestidade e deparam-se com sistemas corruptos e vazios de ética e bons costumes. Quando damos por nós, já não somos nós, o funcionário que entrou para o público para cumprir uma missão, servir o Público. Deixamos de querer ser funcionários públicos quando percebemos que não somos nem seremos iguais aos restantes, que doa a quem doer, a missão do Funcionário Público nunca deveria de sair das nossas mentes. Somos funcionários que temos de zelar pelos nossos utentes, é para eles que trabalhamos e para a Instituição, dando-lhe a dignidade e a imagem que merece. Somos "maus" funcionários públicos quando deixamos e permitimos que o poder político se sobreponha às reais necessidades de uma população. Não falo da Instituição onde estou, falo de muitas por onde passei. Numas fui funcionária, e nas outras Utente, e reconheço que muitos funcionários públicos se esqueceram da missão da sua função.</p>
<p>Trabalhar na função pública é o melhor emprego que existe. Pouco se faz e sem consequências porque as chefias também não se querem incomodar, ou, não têm autonomia e poder para agir. Também as chefias deveriam ser avaliadas pela sua inação e complacência.</p>
<p>Tudo o que acrescente de forma positiva e equilibrada, algo ao sistema.</p>
<p>Alertar as organizações para a necessidade de reflexão sobre a forma como gerem os Recursos Humanos.</p>
<p>Ter uma melhor organização e planeamento é fundamental.</p>
<p>Gerir pessoas e as suas expectativas não é fácil. Está instituído um estar de "só direitos" e nenhuma obrigações.</p>
<p>Todo o sistema de avaliação deve ser repensado. Só deverá existir se houver fontes claras de monitorização.</p>
<p>Trabalhar em funções públicas é totalmente diferente de ser funcionário público e trabalhar na privada. Trabalhar em funções públicas ganha-se menos, trabalha-se mais, mas é mais difícil haver lugar ao despedimento. No privado pode-se trabalhar muito, não ser devidamente recompensado e é mais fácil o despedimento.</p>
<p>Alargar o foco; o fenómeno deveria ser pensado no triângulo Poder x. Poder -- Trabalhador hierarquizado x trabalhador hierarquizado -- opinião pública x gerações.</p>
<p>Existem demasiados funcionários desmotivados e que "levam" a que o sistema público não funcione.</p>
<p>Enquanto a corrupção, os tachos e as cunhas vierem do topo, ninguém abaixo vai dar o seu melhor... e muito menos com o SIADAP.</p>
<p>Útil era sermos apenas um terço dos funcionários públicos e ganharmos o dobro do dinheiro. Saíamos todos a ganhar, ficando cá os bons é claro.</p>

<p>Considero que nenhum funcionário, seja de que hierarquia for, deve estar imune a heteroavaliações regulares e sanções, no caso de incumprimento ou negligência das suas funções. Muitos dos problemas das instituições autárquicas em que estou inserido são promovidos ou perpetuados por chefias sem capacidade de liderança, com formações datadas ou inadequadas e com modelos de gestão autocentrados e repressivos, pouco ou nada adeptos da mudança, da eficiência e do bem-estar coletivo das equipas e das instalações.</p>
<p>Não existir nenhuma progressão de carreira no sector publico faz com que a maioria das pessoas não se esforce muito. Não deixo, no meu caso, de cumprir as minhas funções, mas não me importo com questões de melhoramento pois não se traduzirá em nada positivo (subir na carreira, aumento salarial, etc.).</p>
<p>As principais causas do "círculo vicioso" de falta de qualidade de serviço de uma autarquia deve-se, essencialmente, à limitação dos vencimentos (imposta pelo governo), ao tipo de Executivo (pró-ativo ou não), e ao sistema de retração (avaliação) do desempenho. Não há meritocracia interna nem externa.</p>
<p>Este estudo tem de seguir em frente, porque é um tema absolutamente realístico, merecedor de estudo aprofundado e desenvolvimento, principalmente por causa da corrupção, que está associada e percebida neste tema.</p>
<p>É pertinente estudar as relações interpessoais no contexto laboral.</p>
<p>Incompetência de eleitos locais e dirigentes dos serviços, nepotismo e clientelismo, ineficiência dos serviços.</p>
<p>Os cargos de direção e coordenação não deviam ser por nomeação política, mas sim por competência e provas dadas.</p>
<p>Tenho a perceção de haver um maior desinteresse e relaxamento em trabalhadores com mais idade/mais anos no posto de trabalho.</p>
<p>Trabalhar na Função Pública é muitas vezes o objetivo de muitas pessoas por pensarem que não há supervisão e que se trabalha menos. Isso não é verdade, um bom trabalhador desempenha as suas funções com profissionalismo independentemente de trabalhar na Função Pública ou numa empresa privada. As burocracias na Função Pública não permitem, muitas vezes, atribuir mérito a quem o merece, sendo muitas vezes, todos rotulados com funcionários públicos, nem sempre com conotação positiva.</p>
<p>Mais do que o excesso de segurança no trabalho, considero ser fator mais desmotivador desenvolver o mesmo tipo de tarefas ano após ano. Quanto à Gestão e Supervisão, deveria primeiramente ser-se questionado se existem programas de formação no serviço: no meu caso, não existem. Quanto aos métodos de remuneração, as diferenças salariais existentes correspondem à tabela salarial da função pública, que é nacional, ou seja, não têm a ver com justiça ou meritocracia.</p>
<p>Comecei a trabalhar em 1975. Entrei para o meu posto de trabalho em 1990. O poder local, era dar condições de vida às populações. Nessa altura o dever para com o serviço publico, era valorizado, e o trabalho desenvolvido pelos assistentes operacionais era reconhecido pelos portugueses. Ao fim de 40 anos de desconto deviam ser reformados sem penalizações. Fizeram deste País uma nação merecedora dos elogios internacionais, com obra feita após anos e anos de estagnação.</p>
<p>Existe uma grande falta de relacionamento entre as chefias/executivo e os seus funcionários. Não é dada motivação quer seja feito bem ou muito bem o trabalho. As decisões e objetivos da instituição não são discutidos ou partilhados com os diversos níveis hierárquicos.</p>

Os compadrios, os favoritismos, o recrutamento de pessoas tóxicas que só sabem criticar e destruir os colegas, como trabalhadores deixam muito a desejar, a travagem e impedimento dos superiores por incompetência e talvez invejas, à inovação e criatividade (já sofri isso e parei de contribuir e comecei a ficar calado). Também os baixos salários, a falta de autonomia, a falta de despedimento fácil para pessoas que não trabalham e querem que outros trabalhem por eles, a proteção em demasia a pessoas com "problemas psiquiátricos" (que passam a vida a meter baixas desnecessárias e a deixar o trabalho para os outros, retirando credibilidade a quem realmente delas necessita), o meter licenças sem vencimento por demasiado tempo (ocupando um lugar de trabalho no mapa de pessoal e com isso os recursos humanos sem poder contratar uma pessoa nova), tudo isso leva à desmotivação e à falta de produtividade. Mas, muito mais podia ser dito, especialmente relativamente à corrupção e protecionismo familiar dentro da função pública e manter o status quo de um sistema feudal de interesses, egoísmos e de contratação de quem se quer.

Alteração/eliminação SIADAP e alteração/reposicionamento dirigentes vitalícios.

Remuneração salarial podia e devia ser melhorada pelo menos em termos de cargos superiores visto que a diferença salarial começa a ser muito mais equilibrada e a diferença de trabalho continua a ter uma disparidade muito elevada. Com isto, havendo uma avaliação para atribuição de pontos para que haja mudanças salariais não faz muito sentido porque demora demasiado tempo para subir de escalão sendo que os trabalhadores fazem por merecer essa mesma subida de escalão.

O reconhecimento das aptidões de cada trabalhador deve ser mais valorizado.

Em qualquer organização considero que a partilha de informação por todos os elementos e o desenvolvimento do trabalho em equipa são fundamentais para o sucesso. Consistindo o trabalho da função pública a aplicação das políticas emanadas pelo governo, verificam-se muitas situações em que é produzida legislação sobre determinadas matérias de cariz meramente político, sem ter em conta a realidade e sem auscultar quem está no terreno.