

The Influence of Culture on Leadership in Small and Medium-Sized Enterprises in Portugal An Analysis in Light of Erin Meyer's Culture Map Model

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ABSTRACT

Portuguese Small and Medium Enterprises (SMEs) operate within an organizational context marked by globalization, increasing cultural diversity, and the need to adapt to increasingly dynamic business environments.

In this context, leadership takes on particular relevance, not only as an exercise of authority, but also as an influencing element of motivation, interpersonal relationships, and organizational functioning. This research analyzed the influence of cultural dimensions on leadership practices and employee motivation in Portuguese SMEs, based on Erin Meyer's Culture Map model (2014). This model identifies eight cultural dimensions associated with communication, evaluation, persuasion, leadership, decision-making, trust, disagreement, and time management, allowing us to understand how different cultural patterns influence organizational dynamics.

From a methodological point of view, the study adopted a mixed-methods approach, integrating quantitative data collected through Erin Meyer's Profile Questionnaire, applied to 30 participants, and qualitative data obtained through 13 open-ended responses collected in an online form applied to managers of Portuguese SMEs.

The data analysis identified different organizational trends related to communication, trust, decision-making, and leadership practices in the professional context.

The results highlighted the relevance of interpersonal relationships, team proximity, and organizational communication in the functioning of the companies analyzed.

The coexistence of participative, transformational, and, in some contexts, more centralized leadership practices was also observed, reflecting the diversity of organizational dynamics present in Portuguese SMEs. In terms of motivation, participants attributed particular importance to professional recognition, the quality of the organizational environment, and the proximity between employees and managers.

The research allowed us to understand that cultural dimensions influence how leadership practices are developed in organizations and how employees perceive the professional environment and their organizational involvement. In this sense, the study contributes to a more comprehensive understanding of the relationships between organizational culture, leadership, and motivation in the context of Brazilian Small and Medium Enterprises.

KEYWORDS

Leadership;
Organizational Culture;
SME; Management;
Motivation

1. Introduction

Globalization, digitalization, and the increasing interdependence of markets have significantly transformed how organizations communicate, make decisions, and manage increasingly diverse teams. In this context, Small and

Medium Enterprises (SMEs) face challenges related to organizational adaptation, innovation, and competitiveness. According to the National Institute of Statistics (INE, 2023), micro, small, and medium-sized enterprises represent 99.9% of non-financial companies in Portugal, playing a fundamental role in job creation, regional development, and boosting the national economy. Characterized by more flexible

organizational structures and generally closer hierarchical relationships, SMEs constitute a relevant context for analysing the influence of culture on leadership practices.

Leadership currently assumes increasing importance in organizations, going beyond the formal exercise of authority and involving skills related to communication, influence, adaptation, and management of interpersonal relationships. According to Bass (1990) and Goleman, Boyatzis, and McKee (2013), leadership effectiveness is associated with the ability of leaders to understand the human contexts in which they operate and adjust their behaviors to the needs of their teams.

In parallel, organizational culture influences how individuals communicate, interpret authority, make decisions, and build professional relationships. Hofstede (2001) demonstrated that cultural factors, such as hierarchical distance, individualism, or uncertainty avoidance, condition organizational behaviors and how people interact in a professional context.

In this context, the Culture Map model, developed by Erin Meyer (2014), is a relevant reference for analyzing cultural differences in an organizational environment. The model identifies eight cultural dimensions—communication, evaluation, persuasion, leadership, decision-making, trust, disagreement, and time management—allowing us to understand how different cultural patterns influence professional practices and organizational dynamics.

Applying this model to the context of Portuguese SMEs is particularly relevant, as it allows us to analyze how characteristics frequently associated with the Portuguese organizational reality, such as the appreciation of interpersonal relationships, closeness between teams, and relational trust, influence leadership practices and employee motivation.

This research sought to analyze the influence of cultural dimensions on leadership practices in Portuguese Small and Medium Enterprises, articulating theoretical contributions on organizational culture, leadership, and motivation with empirical evidence collected from managers and employees.

2. Literature Review

2.1. Culture: Definition and Fundamental Concepts

Culture is a central concept in the social sciences, widely used to understand human behavior, social relations, and interaction patterns developed by different groups. Despite the diversity of existing definitions, the literature converges on the idea that culture corresponds to a set of shared values, beliefs, norms, and practices that influence how individuals interpret reality and relate to others.

One of the first definitions of culture was presented by Tylor (1871), who described it as a "complex whole" encompassing knowledge, beliefs, art, morals, laws, customs, and other capabilities acquired by human beings as members of a society. This perspective allowed us to understand culture as a learned and socially transmitted phenomenon.

Later, Hofstede (2001) defined culture as the "collective programming of the mind" that distinguishes the members of one group from those of other groups. According to the author, individuals develop patterns of thought and behaviour influenced by the cultural contexts in which they are embedded.

In a complementary way, Schein (2010) considers that culture corresponds to a set of basic assumptions shared by a group, developed over time through adaptation to external challenges and internal integration. These assumptions tend to be transmitted to new members as appropriate ways of interpreting and responding to different situations.

Culture manifests itself through visible elements, such as behaviors, symbols, language, and rituals, but also through less observable components, such as values, beliefs, and underlying assumptions that guide the actions of individuals (Schein, 2010). This characteristic helps to explain the diversity of interpretations and behaviors observed among different social and cultural groups.

In a context marked by increasing globalization and interaction between people of different origins, understanding culture takes on particular relevance for the analysis of human behaviors and the relationships established in different social and professional contexts. In this sense, the concept of culture constitutes the basis for understanding organizational culture

and the influence of cultural factors on the functioning of organizations.

2.2. Organizational Culture

Organizational culture is one of the central elements for understanding the functioning of organizations, influencing behaviours, decision-making processes, forms of communication, and relationships established among its members. In general, it corresponds to the set of shared values, beliefs, norms, and assumptions that guide how individuals interpret and respond to situations in the professional context.

Schein (2010) defines organizational culture as a set of basic assumptions developed by a group over time as it learns to cope with problems of external adaptation and internal integration. When these solutions prove to be effective, they become considered valid and are transmitted to new members as appropriate ways of thinking, feeling, and acting within the organization.

According to the author, organizational culture manifests itself on three distinct levels. The first corresponds to artifacts, which include visible elements such as symbols, language, rituals, and organizational practices. The second refers to shared values, which guide behaviors and decisions. The third corresponds to basic assumptions, often unconscious, that influence how individuals interpret organizational reality.

Hofstede (2001) also highlights the influence of cultural values on organizational behaviors, affecting aspects such as hierarchical relationships, communication, decision-making, and conflict management. From this perspective, organizations are influenced by the sociocultural contexts in which they are embedded, often reflecting values and practices prevalent in the surrounding society.

According to Robbins and Judge (2019), organizational culture contributes to the construction of the organization's identity, promoting alignment between organizational objectives and employee behaviors. A consistent organizational culture tends to favor integration, cooperation, and organizational commitment, while the existence of inconsistencies between values and practices can hinder communication and reduce employee engagement levels.

Thus, organizational culture constitutes a fundamental element for understanding how organizations function and how their members interact, influencing management practices, work relationships, and organizational dynamics.

2.3. Culture, Leadership, and Organizational Context

The relationship between culture and leadership has been widely recognized in the literature as one of the central factors for understanding organizational behaviour. Leadership practices do not develop in isolation, being influenced by the values, norms, and expectations present in the cultural contexts where organizations operate. Simultaneously, leaders play a relevant role in building and consolidating organizational culture, establishing values, behaviours, and practices that guide the functioning of organizations (Schein, 2010).

The influence of culture on leadership practices manifests itself in various organizational aspects, including communication, distribution of authority, decision-making, conflict management, and building trusting relationships. Different cultural contexts tend to value different forms of leadership, influencing what is considered appropriate or effective behavior on the part of leaders.

Hofstede (2001) argues that cultural values significantly influence the relationships established between leaders and employees. Dimensions such as hierarchical distance, individualism, collectivism, and uncertainty avoidance condition how individuals interpret authority, participation, and responsibility within organizations. Consequently, effective leadership practices in a given cultural context may not produce the same results in other contexts.

This perspective was reinforced by the GLOBE Project, developed by House et al. (2004), which analyzed the relationship between culture and leadership in different countries. The results showed that expectations regarding leaders vary significantly across cultures, influencing how certain leadership styles are valued or perceived by employees.

According to Northouse (2022), understanding cultural factors has become particularly relevant in an organizational context marked by globalization and the increasing diversity of work teams. In this context, leaders need to develop skills that allow

them to adapt communication, coordination, and management practices to the characteristics of different cultural contexts.

The analysis of the relationship between culture and leadership is therefore a fundamental element for understanding contemporary organizational dynamics. This theoretical framework supports the use of the Culture Map model, developed by Meyer (2014), as an instrument for analysing the influence of cultural dimensions on leadership practices in an organizational context.

2.4. Erin Meyer's Culture Map Model

The increase in globalization and cultural diversity in organizations has reinforced the need to understand how cultural differences influence communication, leadership, decision-making, and professional relationships. In this context, Erin Meyer developed the Culture Map model, with the aim of supporting professionals and organizations in understanding the cultural differences that influence behavior in a work environment.

Presented in *The Culture Map: Breaking Through the Invisible Boundaries of Global Business* (Meyer, 2014), the model seeks to explain how individuals from different cultural contexts interpret and respond to similar organizational situations. The author argues that many difficulties observed in organizations do not necessarily stem from individual differences, but from different cultural ways of communicating, leading, building trust, or managing disagreements.

The Culture Map model differs from other approaches by prioritizing a practical and applied perspective within the organizational context. While other cultural models focus primarily on identifying general cultural values, Meyer seeks to analyze observable behaviors that directly influence professional interaction between individuals and teams.

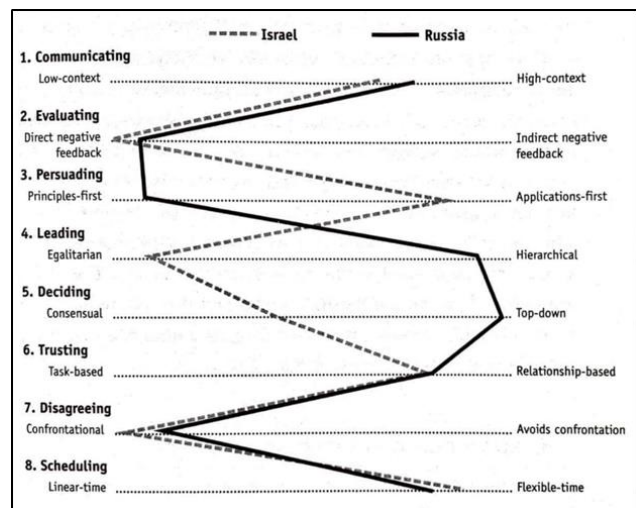
According to Meyer (2014), cultural differences manifest themselves in a particular way in situations related to communication, feedback, persuasion, leadership, decision-making, trust, disagreement management, and work organization. These dimensions allow us to understand how different cultures interpret authority, collaboration, interpersonal relationships, and organizational processes.

The relevance of the model has been widely recognized in the context of international management, particularly in organizations characterized by multicultural teams and increasingly diverse work environments. Its application allows for the identification of potential differences in perception between employees and leaders, contributing to reducing misunderstandings and promoting greater effectiveness in team communication and coordination.

In the context of this research, the Culture Map model is particularly relevant because it provides an appropriate conceptual framework for analyzing the influence of cultural dimensions on leadership practices and employee motivation in Portuguese Small and Medium Enterprises. The use of this model allows for the structured exploration of different aspects of organizational relationships, contributing to a deeper understanding of the cultural dynamics present in the business context studied.

Thus, the model proposed by Meyer constitutes the main theoretical reference for this research, serving as a basis for the analysis of the cultural dimensions considered in the study and for the interpretation of the relationships between culture, leadership, and organizational motivation.

Erin Meyer's Culture Map Template



Source: Adapted from Meyer (2014, p. 17).

Figure 1 illustrates the practical application of the Culture Map model, highlighting how different cultures can position themselves differently across the eight dimensions proposed by Meyer (2014). The representation allows us to understand that cultural differences are not absolute, but result from

relative positions that influence communication, leadership, decision-making, and professional relationships in an organizational context.

2.5. Organizational Culture and Leadership in Portuguese SMEs

The relationship between organizational culture and leadership is particularly relevant in the context of Small and Medium-sized Enterprises (SMEs), where the proximity between leaders and employees tends to exert a significant influence on organizational dynamics. In generally less formalized organizational structures, leadership practices are directly reflected in communication, decision-making processes, interpersonal relationships, and how employees perceive the work environment.

The literature suggests that the cultural characteristics of organizations influence expectations regarding leadership, the exercise of authority, and the degree of employee participation in organizational processes. Simultaneously, leaders play a relevant role in promoting values, behaviors, and practices that contribute to the development and consolidation of organizational culture (Schein, 2010).

In the context of SMEs, the small size of teams and the existing proximity between managers and employees often favor more direct and personalized working relationships. These characteristics can contribute to the appreciation of communication, trust, and employee involvement in organizational activities.

Recent studies conducted in Small and Medium Enterprises also highlight the existence of relationships between leadership practices, organizational culture, and employee motivation, suggesting that organizational environments based on relational proximity, communication, and participation tend to favor higher levels of commitment and organizational involvement (Romana, Gestoso & Lopes, 2025).

In this context, the analysis of the relationship between organizational culture, leadership, and motivation is particularly relevant to understanding the internal dynamics of Portuguese SMEs. This research seeks to contribute to this understanding by analyzing how cultural dimensions

influence leadership practices and employee motivation in this specific organizational context.

2.6. Application of the model to Portuguese SMEs

The application of the Culture Map model, developed by Meyer (2014), to the context of Brazilian Small and Medium Enterprises allows us to analyze how different cultural dimensions can influence leadership practices, communication, decision-making, and organizational relationships.

Although the model was initially designed for international contexts and multicultural teams, its use proves equally relevant in national organizations, particularly in SMEs characterized by less formalized structures, proximity between leaders and employees, and a strong influence of interpersonal relationships on organizational functioning.

In the Portuguese context, the literature suggests the coexistence of elements associated with the appreciation of formal authority and the importance attributed to interpersonal relationships in the professional environment. These characteristics may influence how leadership is exercised, how communication is developed, and how decision-making processes are perceived by employees.

The dimensions proposed by Meyer (2014), namely Leading, Trusting, Communicating, Deciding, and Evaluating, constitute a useful framework for understanding different organizational dynamics present in SMEs. The analysis of these dimensions allows for the exploration of aspects related to authority, trust, communication, participation, and team coordination, frequently identified as relevant in the functioning of this type of organization.

Recent studies developed in the context of SMEs also reinforce the importance of the relationship between organizational culture, leadership, and motivation. Romana, Gestoso and Lopes (2025) show that leadership practices tailored to team characteristics can positively influence organizational commitment, motivation and employee engagement. Similarly, Kurniyati and Surya (2025) highlight the role of leadership in building and maintaining organizational culture in small businesses.

In this context, the Culture Map model is a relevant tool for analysing the influence of cultural dimensions on leadership

practices and employee motivation. Its application to the context of Portuguese SMEs allows us to theoretically frame this research and support the empirical analysis developed in the following sections.

3. Research Methodology

3.1. Methodological Framework

This research adopted a mixed methodological approach, combining quantitative and qualitative procedures, with the aim of understanding more comprehensively the influence of cultural dimensions on leadership practices and employee motivation in Brazilian Small and Medium-sized Companies (SMEs).

Framework



Figure 2 – Research Scheme

Source: Done by the authors

The option for a mixed methodology resulted from the multifaceted nature of the phenomenon under analysis, since the relationships between organizational culture, leadership and motivation simultaneously involve observable patterns and subjective interpretations associated with the participants' experiences. According to Creswell (2014), mixed research is particularly suitable when it is intended to integrate quantitative and qualitative data, allowing statistical results to be complemented with meanings, perceptions and interpretations of the participants.

In this sense, the research integrated two complementary methodological components:

- a quantitative component, based on the application of the Erin Meyer Profile Questionnaire, structured according to the eight dimensions of the Culture Map model (Meyer, 2014), with the aim of identifying cultural trends, leadership practices and organizational perceptions of participants;
- and a qualitative component, developed through an open-ended questionnaire administered online, aimed at managers of Portuguese SMEs, allowing for deeper insights into the

influence of culture on leadership, communication, trust and organizational motivation.

The data collection instruments used are explained in the study, corresponding respectively to the Erin Meyer Profile Questionnaire, used to collect quantitative data, and the Open Response Questionnaire applied via Google Forms, used to collect qualitative data.

Quantitative data collection was carried out with 30 participants, while the qualitative component included 13 open responses, obtained through the voluntary participation of managers belonging to different organizational contexts.

This methodological combination made it possible to articulate statistical results arising from quantitative analysis with qualitative interpretations associated with the professional experiences of the participants, contributing to a more integrated understanding of the relationships between culture, leadership and motivation in Portuguese SMEs.

4. Data analytics and Discussion of Results

In the data analysis, a predominance of male participants is observed (56.7%), while female participants represent 43.3% of the sample.

Regarding age range, the group between 25 and 35 years old is most represented (46.7%), followed by participants aged between 36 and 45 years (20.0%). The other age ranges are less represented in the sample as a whole.

With regard to professional status, participants with permanent employment contracts predominate (46.7%). There is also a presence of workers with fixed-term contracts (20.0%), indefinite-term contracts (10.0%), and participants who selected the category "Other" (20.0%). The category of interns has the lowest representation (3.3%).

The heterogeneity observed in relation to age, gender, and professional status may contribute to a greater diversity of perceptions about the organizational culture, leadership, and motivation analyzed in the study.

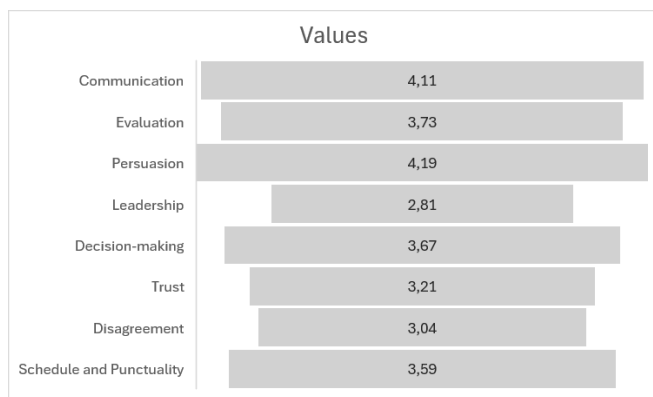
Although the sample size limits generalizations to other organizational contexts, the data collected allow us to identify relevant trends regarding the cultural and organizational dynamics present in the Portuguese SMEs analyzed.

The analysis of cultural dimensions was based on responses obtained through the Erin Meyer Profile Questionnaire, structured according to the eight dimensions of the Culture Map model (Meyer, 2014).

The quantitative data considered in this phase correspond to 30 participants ($N = 30$) and sought to identify trends associated with the participants' cultural perceptions regarding the organizational practices present in the Small and Medium Enterprises analyzed.

For each cultural dimensions, arithmetic means (Graph 1) were calculated, allowing the observation of predominant patterns in the responses obtained in relation to the different dimensions of the Culture Map model.

Arithmetic Means of Cultural Dimensions



Graph 1 – Sourced by the authors

The results highlight differences between the various cultural dimensions analyzed.

The Persuasion dimension has the highest average ($M = 4.19$), followed by the Communication dimension ($M = 4.11$), suggesting greater agreement among participants regarding aspects associated with organizational interaction, communication, and building understanding in the professional context.

The Evaluation ($M = 3.73$), Decision ($M = 3.67$), and Time and Punctuality ($M = 3.59$) dimensions show intermediate values, indicating moderately positive perceptions regarding practices related to feedback, decision-making, and work organization.

In turn, the Trust ($M = 3.21$) and Disagreement ($M = 3.04$) dimensions show more moderate values, possibly reflecting greater heterogeneity in responses associated with

interpersonal relationships and the management of disagreement in a professional context.

The Leadership dimension has the lowest average among the dimensions analyzed ($M = 2.81$), suggesting less agreement with the statements included in this component of the questionnaire.

In general, the dimensions related to persuasion and communication show greater expression, while the leadership dimension presents lower average values compared to the other dimensions analyzed.

It is important to emphasize that these results should be interpreted as descriptive trends associated with the participants' perceptions, not allowing the establishment of causal relationships between cultural variables and organizational practices.

Despite the small sample size, the results obtained contribute to the understanding of the cultural dynamics present in the Portuguese SMEs analysed and constitute a basis for interpreting the relationships explored later through correlation analysis.

The qualitative results, obtained through 13 open-ended responses, allowed us to complement these trends, highlighting the importance attributed by participants to internal communication, proximity between leaders and teams, and the building of trust relationships in the organizational context. The responses also suggest the relevance of leadership practices in employee engagement and motivation.

Regarding leadership styles, participants identified the coexistence of different organizational practices, with frequent references to participative/democratic leadership, transformational leadership, and hierarchical/autocratic leadership. References to results-oriented practices, situational leadership, and less interventionist styles were also identified.

At the motivation level, the results suggest that factors such as professional recognition, a positive organizational environment, the quality of interpersonal relationships, and internal communication are relevant in the participants' perceptions. There is also a tendency to associate closer and

more participative leadership practices with higher levels of organizational engagement.

Considering the data analyzed, the quantitative and qualitative results show convergent trends regarding the influence of cultural dynamics on leadership practices and perceptions associated with employee motivation.

The integration of different data sources allowed for the identification of convergences between cultural dimensions of the Culture Map model, organizational practices described by participants, and factors associated with motivation, contributing to a more comprehensive understanding of the organizational dynamics present in the Portuguese SMEs analysed in the study.

The discussion of the results is carried out through the articulation between quantitative and qualitative data, allowing for a more comprehensive analysis of the influence of cultural dimensions on leadership practices and employee motivation in Portuguese Small and Medium Sized Enterprises.

Throughout this chapter, the main trends identified in relation to the cultural dimensions of the Culture Map model, the leadership practices observed in the organizational context, and the factors associated with employee motivation are discussed.

It also seeks to understand how organizational culture, leadership, and motivation relate to each other in the organizations analyzed.

The analysis of correlations between different cultural dimensions, presented in the study, allowed for the identification of statistically significant associations between certain variables, particularly in terms of communication, evaluation, decision-making, leadership, and work organization.

Statistically significant associations are observed between:

- Communication ↔ Evaluation ($r = .489$; $p = .006$);
- Persuasion ↔ Decision ($r = .368$; $p = .046$);
- Leadership ↔ Timeliness/Punctuality ($r = .383$; $p = .037$);
- Trust ↔ Disagreement ($r = -.422$; $p = .020$).

These relationships suggest that certain cultural dimensions could be associated with each other in the organizational

context analyzed, although they do not allow establishing causal relationships between variables.

In this sense, the correlation matrix presented below, obtained through Pearson's correlation ($N = 30$), constitutes a supporting element for the discussion developed throughout this discussion.

Correlation Matrix

Variables	Pearson (r)	Significance
Communication ↔ Evaluation	0.489	$p = .006$
Persuasion ↔ Decision	0.368	$p = .046$
Leadership ↔ Timeliness and Punctuality	0.383	$p = .037$
Trust ↔ Disagreement	-0.422	$p = .020$

Table 1 done by the authors

The results show a moderate positive association between Communication and Evaluation, suggesting that organizational contexts characterized by greater open communication may also show a greater appreciation for practices associated with feedback and professional evaluation.

This trend is close to Meyer's (2014) perspective, according to which communication and feedback management constitute relevant cultural dimensions in understanding organizational functioning.

The observed correlation between Persuasion and Decision also suggests a possible relationship between argumentation processes, consensus building, and organizational decision-making.

This interpretation is consistent with the Culture Map model, in which Meyer (2014) argues that organizational cultures differ significantly in relation to the forms of persuasion used and the predominant decision-making mechanisms.

The qualitative results reinforce this trend, with frequent references to team participation, openness to dialogue, and proximity between employees and managers.

The data obtained also indicate that certain cultural dimensions may influence how leadership practices are developed in organizations.

This relationship is close to the results identified by Kurniyati and Surya (2025), who show interdependence between leadership, organizational culture, and motivation in small businesses. The articulation between organizational culture and leadership is equally consistent with Schein's (2010)

perspective, according to which culture and leadership are interdependent elements in the functioning of organizations. The correlational analysis also revealed a positive association between Leadership and Time/Punctuality ($r = .383$; $p = .037$), suggesting a possible relationship between leadership practices and perceptions associated with work organization, time management, and coordination of professional activities.

In terms of organizational trust, the qualitative results showed frequent references to cooperation, mutual help, interpersonal closeness, and the quality of professional relationships.

The negative correlation identified between Trust and Disagreement ($r = -.422$; $p = .020$) could suggest that organizational contexts perceived as more trust-based tend to exhibit less interpersonal conflict or divergence between teams.

5. Conclusions

This research sought to analyze the influence of cultural dimensions on leadership practices and employee motivation in Brazilian Small and Medium Enterprises (SMEs), using Erin Meyer's Culture Map model (2014) and the articulation between quantitative and qualitative data collected from participants, for theoretical implications.

The results obtained allowed us to conclude that cultural dimensions are relevant in how leadership practices, interpersonal relationships, and factors associated with employee motivation are perceived in the organizational context analysed.

In terms of cultural dimensions, there was greater expression of dimensions related to Persuasion and Communication, suggesting the relevance attributed by participants to organizational interaction, communicational clarity, and building understanding between teams. In contrast, the Leadership dimension presented lower average values compared to the other dimensions analyzed.

In terms of practical implications, the qualitative results also reinforced the importance attributed to proximity between teams, cooperation, organizational trust, and the availability

of leaders, suggesting that relational factors play a relevant role in the functioning of the SMEs represented in the sample. Regarding leadership practices, coexistence was observed between participative leadership, transformational leadership, and more centralized structures, suggesting a diversity of management models in the organizational context analysed.

In terms of motivation, the results showed particular relevance attributed to professional recognition, organizational environment, quality of interpersonal relationships, and appreciation of employees, suggesting that motivation tends to be perceived beyond exclusively material or remunerative factors.

The correlational analysis allowed the identification of significant associations between certain cultural dimensions, highlighting relationships between Communication and Evaluation, Persuasion and Decision-making,

Leadership and Time/Punctuality, as well as a negative association between Trust and Disagreement. Although these relationships do not allow for establishing causality, they suggest interdependence between certain organizational practices and cultural perceptions observed in the study.

The integration between quantitative data ($N = 30$) and qualitative data ($N = 13$) allowed for a more comprehensive understanding of the relationships between organizational culture, leadership, and motivation, highlighting convergent trends among different sources of information, that can be reinforced in future research studies on the subject.

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