

CORRELATING ORGANIZATIONAL WELL-BEING AND PERFORMANCE ASSESSMENT IN PUBLIC SECTOR ORGANIZATION: MANAGERIAL IMPLICATIONS FROM ITALY

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Abstract: *The concept of public value is related to different dimensions among which work and performance are of particular importance. In this work, we consider organizational well-being and the role of managerial support with reference to work, and citizens' satisfaction as a relevant factor in measuring and evaluating public performance. Using the data collected through 175 questionnaires administered to the employees of an Italian municipality, this study applies a Mediation Model to analyze the factors influencing the organizational well-being and the role of managerial support, and a Principal Component Analysis to investigate the relationship between organizational well-being and citizens' satisfaction. The results show that the lack of managerial support can induce civil servants to develop proactive behaviors, which, in turn, can lead to improve citizens' satisfaction. Consequently, we suggest the implementation of an adequate performance management system that allow managers the possibility of "remote" control which leads to civil servants' autonomy for a better perceived local governments performance by citizens.*

Keywords: *organizational well-being; performance management; managerial support; local government*

INTRODUCTION

The debate on public value is increasing during the last years, leading to the proliferation of academic publication on this subject (see, among the others, Stoker, 2006; Alford and O'Flynn, 2009; Moore, 2014; Benington, 2015). The concept of public value is related to those of public performance that involves both the organizational well-being (as a factor affecting the performance of an organization) and the citizens' satisfaction (as specific point of view in assessing public performance). In this study, we consider these two element as particularly relevant in public sector organization where the output is based on human intensive activity and, consequently, the well-being of human resources can have some impact on the citizens' satisfaction (considering that citizens are the public services users).

Despite this considerable scientific production, it is mainly oriented towards theoretical aspects, while empirical research is less developed (Hartley et al., 2017). Therefore, this work participates in the scientific debate through empirical research, trying to contribute in bridging the gap highlighted by the literature. Particularly, the goal of this work is:

- to analyze the factors impacting the organizational well-being in a public sector organization and the role of managerial support;
- to investigate if the well-being factors of civil servants can be related to the citizens' (dis)satisfaction using public services.

To this end, on the basis of the theoretical framework related to the process of public value creation (Moore, 1995; Meynhardt, 2009), we consider two aspects related to it: organizational well-being, with a specific focus on the role of the public management, and citizens' satisfaction. Employees of an Italian municipality consider the first aspect through the analysis of n.175 questionnaires filled in, in order to highlight the role of managerial support in defining civil servants' performance. Furthermore, applying the explorative methodology of principal component analysis, we investigate the relationship between factors affecting civil servants' well-being and citizens' satisfaction.

This paper is structured as follows. Section 2 contains a literature review helpful to define the research questions that guide this work. Section 3 concerns the data and measures used in the study and section 4 explains methodology applied and the results obtained. Finally, section 6 proposes some final remarks.

THEORETICAL FRAMEWORK AND RESEARCH QUESTIONS

During the last 25 years, literature has provided many contributions on public value, public values and creating public value (see, among the others, Bozeman, 2002; Jorgenson et al., 2007; Alford and Hughes, 2008). Moore (1995) initially defined public value as the public management equivalent of shareholder value. More recently, Moore (2014) elaborates the philosophical bases of his approach to public value, which represent the premises for what he defines as "public value accounting".

Among the different dimensions related to public value, it is useful to highlight the relevance of work in development processes of public value (Boyte and Kari, 1996). The work activity can be declined into several meanings: as a source of personal fulfillment and psychological well-being, as a way through which to serve others and as a means to build and support basic public goods and resources, becoming an essential component of citizenship (Budd, 2014). Typically, the vision of work as a merely private affair, that private marketplace can govern better, is too narrow. In fact, work could be seen as a public activity that is the object of public values, especially in nonmarket institutions that are able to create publicly valuable outcomes related to work. A particular element that can affect job performance and satisfaction is represented by the supervisor's role. Managerial support can play a significant role both on organizational well-being and on civil servants' satisfaction on the job (Jin et al., 2016).

The concept of value is strictly related to that of performance (Kroll and Moynihan, 2015). According to Moore (1995), public value primarily results from government performance, since citizens expect from their governments a combination of a set of public value determinants as high-performing, service-oriented public bureaucracies, efficiency

and effectiveness, etc. Consequently, the level of satisfaction of citizens' expectations has taken on an increasingly important role as a factor in measuring and evaluating public performance and value.

These brief references to literature contributions on public value theory, highlight the relevance of two aspects:

- 1 – the role of managerial support in determining workers' performance in public administrations and how proactive behaviors shape this relation;
- 2 – the relation between the civil servants' well-being and the citizens' point of view in performance assessment process (as peculiar point of view on the creation of public value).

With regard to the first point (the role of managerial support on workers' performance, as sources of public value), especially in the Public Sector where the output is mainly represented by public services (thus based on human intensive activities), the contribution of public employees' motivation/satisfaction (De Simone et al., 2016) to the public value creation process is clear. With specific reference to managerial support, it occurs when employees perceive their manager as a support to do their job well or implement the development of resources in the individual (Tymon, Stumpf, Smith, 2011). Mitchell et al. (2001) showed the importance of manager-employee relationships in engaging workers in the organization. Gomez and Rosen (2001) found that a good relationship between employees and superior is associated with higher levels of psychological empowerment. The relationship between employee and employer can be considered as an exchange between employee efforts for socio-emotional benefits (for example, estimate and approval) and economic benefits (for example, salary increase) (Rousseau, 1989; Schein, 1980). The norm of reciprocity requires employees receiving increased benefits from their work organizations to compensate their employer with higher work performance (Eisenberg et al., 1986). In fact, providing large amounts of support can be considered as an investment based on the expectation that the other partner can reciprocate generously (Gouldner, 1960). Support has also been shown to strengthen the positive relationship between social skills and job performance (Hochwarter, Witt, Treadway, & Ferris, 2006) and trust and helping behavior (Choi, 2006). Furthermore, if the support is perceived as high, it is possible that cyclical interactions will occur such that the employees engage in mutually beneficial actions within the group (Wallace et al. 2009). Employees provide their skills and motivations with the aim of earning something in return. More specifically, the workplace can be considered a market in which people engage in different performance in order to obtain a favorable return on investment (Rusbult and Farrell, 1983; Rusbult, Farrell, Rogers and Mainous, 1988). In addition, managerial support was also considered as an antecedent to an intrinsic reward (Tymon et al. 2010). This return would include pay, of course, but also includes more intangible rewards, such as esteem, dignity, and personal power (Cropanzano and Schminke, 2000). For this reason, individuals should be especially attentive to the interpersonal climate at work.

From these literature premises, the first research question arises:

RQ1: What is the role of managerial support in determining workers' performance in public administrations and how proactive behaviors shape this relation?

With reference to the second point (the relation between the civil servants' well-being and the citizens' satisfaction), well-being plays a very important role in workers' health (Di

Fabio et al., 2016). Avallone (2005) defines organizational well-being as “*the set of cultural core, processes and organizational practices that animate the dynamics of coexistence in work contexts by promoting, maintaining and improving the quality of life and the degree of physical, psychological well-being and social of working communities*” (Avallone, 2005). However, when can an organization be considered healthy? Different studies showed that a healthy organization should have diverse features: healthy and welcoming workplace, clear and consistent objectives with operational practices, collaborative work environment, and fair treatment both in terms of remuneration and in terms of responsibilities. The variables that influence well-being in the public administration are different and can help to understand how well-being - uneasiness is produced “*objectively*” within them (Galluccio, 2009). An example of variables that influence the well-being in organizations can be the comfort of the working environment (therefore also the prevention of accidents and work risks), the clarity and consistency of the objectives, the enhancement of skills, access to information, work-life balance, workload, factors that fuel possible psychosocial distress, workers' status, time and organization of work, training and career development, etc. In organizations' context, the theme of well-being within working contexts and workers is widespread: work is intended as a mean that allows the worker to achieve psycho-social well-being (Gregori, et al., 2012). In 1997, Mitchell demonstrated how satisfied worker and a comfortable and participatory atmosphere were essential characteristics of efficient organizational structures. Over the years, organizational well-being has been measured according to the variables of physical, mental and job satisfaction.

In relation to the citizens' point of view in performance assessment process, citizens and citizenship are becoming a central aspect in public management (Osborne, 2010) as well as the attention posed to the performance measurement can be considered a significant element that contributes to developing public value (Alford and O'Flynn, 2009). Measuring a contribution to public value creation implies assessing if that contribution has an impact on individual expectation (Meynhardt, 2009). From this derives the relevance of considering the satisfaction level of the users of public services. Furthermore, the citizens' role is expanding from voters to customer, event to problem-solvers and co-creators that are directly involved in public value creation process (Denhardt and Denhardt, 2011). According to Denhardt and Denhardt (2015), citizens' involvement in public processes to improve service quality is an indispensable element in creating public value, also arguing about the opportunity of individuals judging on their own interests. Furthermore, the little or no consideration towards the priority that public managers should give to citizen satisfaction leads to generate public disvalue (Esposito and Ricci, 2015). Therefore, performance measurement and management approaches should consider citizens' contribution (Kroll and Moynihan, 2015) in terms of correlation between performance measurement and citizen satisfaction (Kelly and Swindell, 2002). This also derives from the pressure that public managers must face to be more accountable and that implies to measure customer satisfaction with public services to assess performance. In order to use correctly performance information deriving from public services' recipients, public managers should differentiate among the types of interactions that citizens have with public service providers: citizens who have direct interaction with a public service provider probably express a service quality evaluation different from citizens that consume the services through an indirect interaction (Brown, 2007).

Considering both the recalled literature on workers' well-being and on citizens' satisfaction and the RQ1, we develop the following second research question:

RQ2: "Is there a relationship between organizational well-being of civil servants and citizens' satisfaction?"

DATA AND MEASURES

Data. Data were collected through a cross-sectional study. The questionnaire for data collection was administered to all civil servants (no. 453) of a municipality in southern Italy (95.269 inhabitants) during the year 2018. The final sample was composed by 175 individuals (response rate 39%). Analyses were performed by deleting rows with missing data and employees that did not explicate the organizational field. Socio-demographic and employment features of the sample are presented in the following figures (the missing answers have not been counted and represented).

Figure 1 Sample characteristic: gender

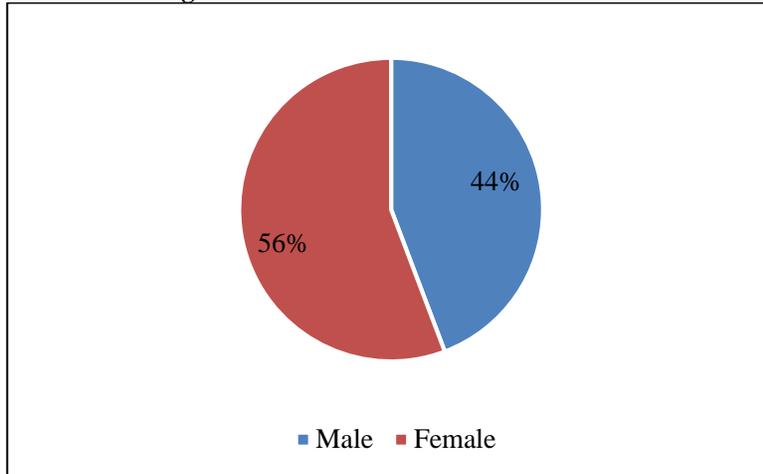


Figure 2 Sample characteristic: education

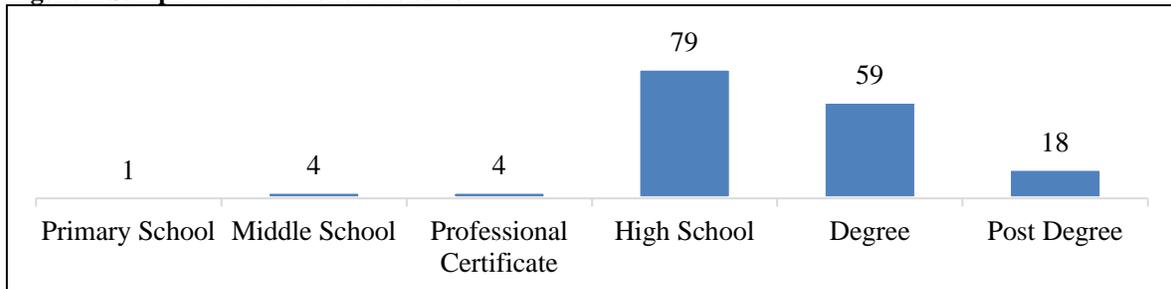


Figure 3 Sample characteristic: marital status

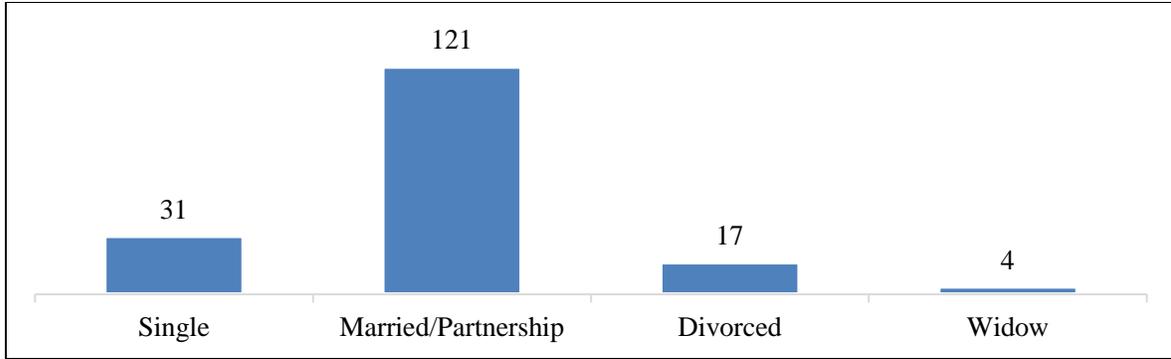


Figure 4 Sample characteristic: occupation term

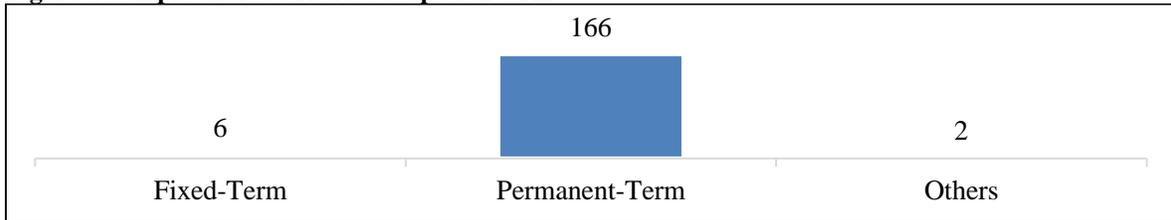


Figure 5 Sample characteristic: occupational role

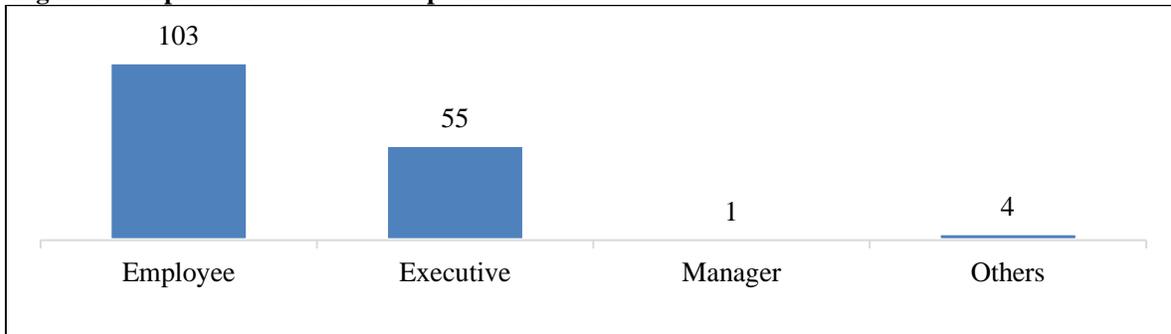
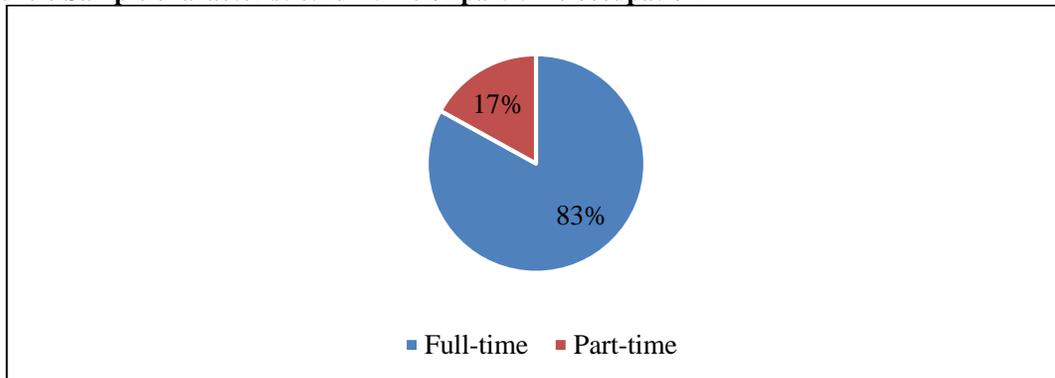


Figure 6 Sample characteristic: full-time or part-time occupation



As highlighted in *Figure 1*, 56% of the sample was male. In terms of education, the most frequent levels were High-School Diploma (47,9%), Degree (35,8%) and Post-Degree (10,9%). The majority of the sample was married or in a partnership (69,9%) and had a long-term contract (95,4%). Furthermore, 62% were employee, 33,1% executive and had a full-time working time (83%). The mean of age was 50,73%, while the seniority average was almost 21 years.

Analyses were performed by considering the whole dataset for the mediation model, while for the PCA data were splitted by the different work sector. More specifically:

- 29 individuals for CDR 1 – General and institutional affairs and Litigation;
- 13 individuals for CDR 4 - Tributes and Local Taxation;
- 8 individuals for CDR 7 - Demographic and Statistical Services and Cemetery Services;
- 47 individuals for CDR 9 - Local police;
- 32 individuals for CDR 10 - Welfare, Social housing and Public Education;
- 27 individuals for CDR 14 - Land Planning and Development, Procurement and contracts;
- 10 individuals for CDR 16 - Cultural Policies, Economic Development, Sport and Tourism;
- 8 individuals for CDR 20 - Environment, Hygiene and Health and Public Greenery.

Measures. All the respondents answered to a questionnaire characterized by different variables, in order to study the connection between public sector and organizational well-being. Variables were organized in different section based on item taken from validated scales. More specifically, item comprised the following constructs:

Job Crafting, through items from questionnaire of Tims, Bakker and Derks (2012). The questionnaire is composed by 13 items rated on a 5-point Likert scale: the range is from 1 (never) to 5 (always). The items are divided into 3 sub-dimensions: *seeking resources* (from 1 to 6), *seeking challenges* (7-8) and *reducing hindering demands* (from 10 to 13).

HSE Questionnaire, consisting of 35 items divided into the following constructs: *demands* (items 3-6-9-12-16-18-22), *control* (items 2-10-15-19-25-30), *managerial support* (items 8-23-29-33-35), *peer support* (7-24-27-31), *relationships* (items 5-14-21-34), *role* (items 1-4-11-13-17), *change* (items 26-28-32). The answer scale is a 5-point Likert scale, where 1 represents “never” and 5 represent “always”.

Individual Work Performance, through items from questionnaire of Koopmans (2014). The questionnaire is composed by 13 items that survey the construct "*task performance*" (from 1 to 5 items) and "*contextual performance*" (from 6 to 13 items). There is a 5-point Likert scale, where 1 is “strongly disagree” and 5 is “strongly agree”.

Job satisfaction is investigated by an item whose response scale goes from a minimum which is 1 to a maximum which is 7.

Positive Work Behaviours, developed by Griffin, Neal and Parker (2007) and composed by 3 items rated on a 5-point Likert scale (1 = “completely agree”; 5= “completely disagree”) that concern a sub-dimension of “*individual task adaptivity*” and the other 3 items rated on a 5-point Likert scale (1 = “strongly agree”; 5= “strongly disagree”) that concern a sub-dimension of “*individual task proactivity*”.

Managerial support, through questionnaire by Hammer et al. (2009). The items are divided into 4 sub-dimensions: *emotional support* (from item 1 to item 4), *instrumental support*

(from item 5 to item 7), *role model* (from item 8 to item 10) and *creative work-family management* (item 11). The answers are evaluated on a 7-point Likert scale, where 1 represent “strongly disagree” and 7 “strongly agree”. Total managerial support is the sum of the four dimensions.

Psychological well-being that is investigated through 14 items that have a response scale ranging from 0 to 5 (0 = “never”, 1= “once or twice”, 2= “about once a week”, 3= “about once or twice a week”, 4= “almost every day”, 5= “every day”).

The questionnaire ended with a demographical section with information about gender, age, educational level, working sector, civil status, contract type, professional category, seniority.

Table 1 Variables of the study

Variables	Construct	Definition
Seeking resources	Job Crafting	Way to meet the workplace demands in order to achieve the objectives of the work. Examples are seeking feedback from colleagues and superiors, seeking social support.
Seeking challenges	Job Crafting	Behaviors (e.g. looking for new challenging activities or take on assignment or responsibilities) that increase motivation promote autonomy and facilitate learning.
Reducing demands	Job Crafting	Reducing demands is a health protection mechanism when job demands become excessive. This behavior has negative effect on motivation and work commitment.
Demands	HSE	Workplace problems such as workload, work rates, work patterns and working environment.
Control	HSE	Individual autonomy in the work (e.g. to have a say in what to do or be able to take a break).
Managerial support	HSE	Encouragement or resources provided by the organization’s managerial line.
Peer support	HSE	Encouragement or emotional support provided by colleagues.
Relationship	HSE	Promoting positive working practices aimed at avoid conflict or dealing with unpleasant behaviors.
Role	HSE	Individual clearness about the job role and how the organization makes sure there is no role conflict.
Change	HSE	Characteristics of the change within the organization (management, communication).
Task performance	Individual Work Performance	Proficiency through which individuals perform the core or technical task to job.
Contextual performance	Individual Work Performance	Behaviors and actions supporting the organizational, psychological and social environment in which the technical core operates.
Adaptivity	Positive Work Behaviours	Individual adaptation to organizational change or role changes.
Proactivity	Positive Work Behaviours	Individual autonomy action in order to anticipate or initiate change in the work system.

Emotional support	Managerial support	Perception superior, or perception of feeling comfortable in communication with the boss (when necessary) considers that one's feelings.
Instrumental support	Managerial support	Supervisor support, level of response to an individual employee's work and family needs in the form of day-to-day management transactions.
Creative work-family management	Managerial support	Set of actions implemented by the managerial line in order to modify the job to meet the employee's family needs. These actions include changing in working hours, places or ways of carrying out work activities.
Psychological well-being	Psychological well-being	Various aspects of the individual's life including: self-acceptance, attribution of meaning to life experience, environmental mastery, purpose in life, positive relationships with others, personal growth and autonomy.

METHODOLOGY AND RESULTS

Data were analysed using Process (version 3.0) and R-Studio (Version 1.1.463). In order to test the different research questions, we performed:

- A mediation model, to investigate the relation between managerial support and self-evaluated contextual performance and the role of proactivity behaviors in this relation within public administrations;
- A Principal Component Analysis, a multivariate technique which allow to estimate the loading of each variable in determining a common factor, linked with a specific customer satisfaction.

The Mediation Model

The first aim of this study (summarized by RQ1) focuses primarily on the relation between three variables: proactive workers' actions, or job constructing, as mediator, contextual work performance (as outcome) and managerial support (as predictor). Job constructing is defined as the ability to proactively model one's work and requires the worker to adapt to the challenges and demands of the job. In fact, the variable "Job Crafting" was conceptualized in different dimension, as "seeking resources", "seeking challenges" and "reducing demands" (Petrou et al., 2012). According to Demerouti et al. (2001), job demands refer to "*physical, psychological, social or organizational aspects of work*" that involve physical and psychological effort; while job resources are all those "*physical, psychological, social or organizational*" aspects such as reducing the workload and the physical and psychological costs required, stimulating personal growth and career development, etc.

In particular, the "seeking resources" includes all those proactive behaviors implemented to reach specific resources. An example of behavior that recalls this dimension is asking for information from associate or supervisor, looking for a learning space, etc. ("*I ask my colleagues for advice*"). Understanding positively the stressors leads to the perception of the challenge. Podsakoff, LePine and Le Pine (2007) identified "obstacle" and "challenge" stressors. The former has a negative impact on job satisfaction and contribute to increasing turnover; while the latter have positive effects on working well-being. When a job becomes too demanding, requests are considered obstacles and

efforts are made to implement strategies to protect one's health (“I ask for additional work”). Finally, the "reducing demands" includes behaviors that minimize aspects of work that are demanding from an emotional, physical and mental point of view or that reduce the workload (“I make sure my job is not very intense emotionally”).

The second variable considered is the "Individual Work Performance" (IWP), intended as that set of behaviors implemented by the individual to achieve the organizational objectives. (Koopmans et al., 2012). Two dimensions characterize the IWP: the "contextual performance" and the "task performance". The contextual performance are actions aimed at supporting the organization (“You have accepted demanding tasks when available”); the task performance, on the other hand, is the competence with which a central activity is performed in the work (“You have been able to distinguish the main issues from the less important ones”) (Koopmans et al., 2014). According to Koopmans (2014), two other dimensions determine the IWP: "adaptive performance", which refers to the ability of the worker to adapt to organizational changes, and "counterproductive work behaviors", which damage the well-being of the organization. An example of counterproductive behavior is absenteeism, the use of substances, theft, etc.

The third construct is managerial support, intended as a set of supervisor’s behaviors towards worker. It is a construct characterized by four dimensions: "emotional support" (“My supervisor takes time to get to know my personal needs”), "instrumental support" (“I can rely on my supervisor to help me with scheduling conflicts if I need it”), role modeling behaviors (“My supervisor is a good work-non-work balance model”) and creative work-family management, actions of the manager to structure the work so that employees and the organization benefit (“My supervisor thinks about how work in my department can be organized to jointly benefit employees and the company”). From different studies emerged how managerial support is related to family-work conflict and job satisfaction. Through this behaviors, the worker feels he is loved and appreciated and consequently organizational well-being increases.

In order to test the RQ1 firstly we conducted correlation analyses in order to investigate relations between the variables involved in our hypotheses.

Table 2 Correlation analysis between variables involved in the mediating model

	1.	2.	3.
Contextual performance			
Managerial support	,034		
Seeking challenges	,195**	-,159*	

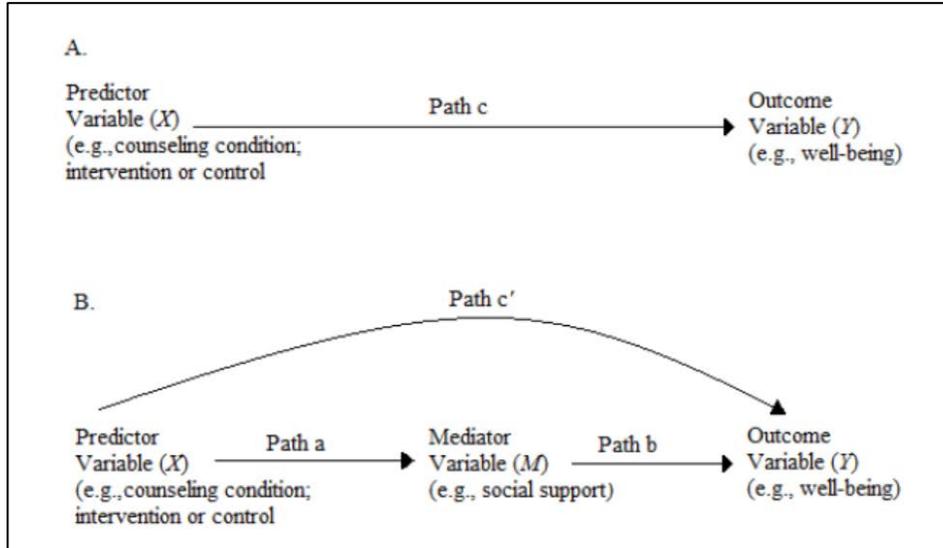
** . p.value < 0,01

* . p.value < 0,05

Table 2 highlights the significance of the correlation between the variables in the model. In particular, contextual performance is not correlated with managerial support (.034, not significant), while it is positively correlated with seeking challenges (.195, p.value < .001). Furthermore, managerial support showed a negative association with seeking challenges (-.159, p.value <.05). Secondly, we tested the mediating effects of

seeking challenges between manager support and contextual performance. Mediating effects can be measured three equation models, assuming that a variable can mediate the relation between a predictor and an outcome one.

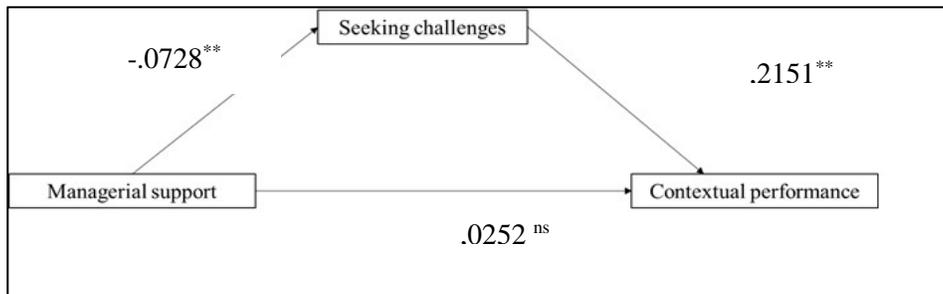
Figure 7 Adaptation of diagram of path in mediation models (Frazier et al. 2004)



In the first step, a simple regression model is performed between a predictor variable X and an outcome variable Y, assuming that the first has a significant effect on the second one. In the second step, the mediator variable is connected to the predictor variable (Path a, Figure 7). In the third step, the mediator variable is related with the outcome variable (Path b, Figure 7). In order to have a significant mediation, the intensity of the relation between the predictor and the outcome should be significantly reduced (or not significant) when the mediator is added to the model.

Mediation models were performed using Process and confirmed with R Studio. The model considers *managerial support* as X variable and *contextual performance* as Y variable. Mediator variable is job constructing, more specifically in the dimension of *seeking challenges* (challenging demands). In order to assess the mediation effect of seeking challenges, beta coefficients (β), Lower Confidence Interval (LLCI), Upper Confidence Interval (ULCI) and Goodness of Fit (R^2) were tested.

Figure 8 Mediation model



The results showed the existence of a *total mediation effect* of seeking challenges in the relation between managerial support and contextual performance. In fact, introduction of the mediator made significant the effect of managerial support on contextual performance through seeking challenges. In particular, the direct effect of managerial support (X) on contextual performance (Y) has a coefficient of .0252, but it is not significant because the confidence interval comprises the 0 as value.

The relation between managerial support and seeking challenges (a) is negative ($\beta = -.0728$) and has a p.value $< .05$. Moreover, the one between seeking challenges and contextual performance (b) has the same intensity (.2151) and p.value $< .001$. The goodness of fit of the model is about 20%. In order to make more solid the analysis performed, coefficients were estimated through bootstrap validation (bootstrap resamples = 5000).

Table 3 Estimation through bootstrap validation

Relations	Coefficient	p.value	LLCI	ULCI
Managerial support - Seeking challenges	-.0728	.0415	-.1427	-.0028
Seeking challenges - Contextual performance	.2151	.0181	.0372	.3929
Managerial support - Contextual performance (Direct effect, c')	.0252	.5426	-.0563	.1066

PRINCIPAL COMPONENT ANALYSIS

In order to answer RQ2, the relationship between the factors of organizational well-being of civil servants and the level (%) of citizens' satisfaction of each sector considered, has been investigated. To this end, a Principal Component Analysis (PCA) has been developed. PCA is a multivariate and explorative analysis technique whose goal is to reduce the complexity of a phenomenon by trying to minimize lost information. PCA identifies new synthesis variables, factors or dimensions, which consist of a linear combination of the starting variables. Each new factor will be influenced by the starting variables through the absolute contributions, or loadings.

Table 4 shows the percentage of citizens' satisfaction for each sectors analyzed. This value has been supplied by the local government that obtained it through its customer satisfaction detection system. In particular, for the year 2018, this system was fed by 3.708 questionnaires submitted to the users of the services provided by the municipality to measure their level of satisfaction. The analysis of the answers collected through the questionnaires allowed the municipality to determine the level of citizens' satisfaction for each of its sectors (Table 4).

Table 4 Citizens' satisfaction level

Local Government Sector	Citizens' satisfaction
CDR 1 – General and institutional affairs and Litigation	88%
CDR 4 - Tributes and Local Taxation	77%
CDR 7 - Demographic and Statistical Services and Cemetery Services	98%
CDR 9 - Local police	73%
CDR 10 - Welfare, Social housing and Public Education	81%

CDR 14 - Land Planning and Development, Procurement and contracts	72%
CDR 16 - Cultural Policies, Economic Development, Sport and Tourism	78%
CDR 20 - Environment, Hygiene and Health and Public Greenery	78%

Tables from 5 to 12 show only the significant loadings, by considering as cut-off of absolute contributions the value 2. The starting variables of the technique are those explained in Table 1, or connected with the well-being in organization issue.

Table 5 CDR 1 (88%)

Variables	Loadings	p.value
Seeking job resources	12,16	< .001
Change (HSE)	11,91	< .001
Proactivity	9,74	< .001
Relationship (HSE)	9,65	< .001
Emotional support (Manager)	9,34	< .001

Table 6 CDR 4 (77%)

Variables	Loading	p.value
Proactivity	11,27	< .001
Adaptivity	8,99	<.05
Control (HSE)	8,94	<.05
Change (HSE)	8,76	<.05
Reducing job demands	8,7	<.05

Table 7 CDR 7 (98%)

Variables	Loading	p.value
Relationship (HSE)	8,54	<.001
Role (HSE)	8,26	<.05
Managerial support	8,14	<.05

Table 8 CDR 9 (73%)

Variables	Loading	p.value
Managerial support	13,04	<.001
Emotional support (Manager)	11,7	<.001
Adaptivity	10,44	<.001

Table 9 CDR 10 (81%)

Variables	Loading	p.value
Emotional support (Manager)	11,77	<.001
Managerial support (HSE)	11,14	<.001
Seeking resources	9,69	<.001
Change (HSE)	8,07	<.001

Table 10 CDR 14 (72%)

Variables	Loading	p.value
Managerial support (HSE)	11,44	<.001
Change (HSE)	9,57	<.001
Emotional support (Manager)	9,52	<.001
Seeking resources	9,47	<.001

Table 11 CDR 16 (78%)

Variables	Loading	p.value
Emotional support (Manager)	10,98	<.001
Relationship (HSE)	8,96	<.05
Managerial support	8,04	<.05

Table 12 CDR 20 (78%)

Variables	Loading	p.value
Change (HSE)	12,9	<.001
Managerial support (HSE)	11,21	<.05
Emotional support (Manager)	10,15	<.05

As showed in the Tables from 5 to 12, we performed one Principal Component Analysis for each sector composing the organization of the local government analyzed, in order to test the weight of the single variables in determining the only one factor chosen. We represented the variables with a significant p. value, less than .05 and less than .001. In order to facilitate the discussion of results, only variables with the biggest loading were interpreted (to see all the loadings, please consult the Appendix).

CDR 1 - General and institutional affairs and Litigation had a citizens' satisfaction of 88%. The results of PCA showed a fundamental importance in determining the dimension of variables as seeking resources, change, proactivity, relationship, and emotional support. The customer satisfaction, in this case, seems to be influenced by a general dimension with different polarities, as proactivity and crafting of own work, importance of the capacity of facing the change and emotional-relational aspects.

CDR 4 - Tributes and Local Taxation had a citizens' satisfaction of 77%. This sector is strongly influenced by proactivity, adaptivity, control, change and reducing demands. In terms of general dimension, customer satisfaction seems to be intensely determined by a proactivity-crafting polarity, and a tendency of adaptivity and facing change-personal autonomy in the work.

CDR 7 - Demographic and Statistical Services and Cemetery Services (citizens' satisfaction = 98%) is mainly characterized by relationship, role, and managerial support. This sector has the biggest customer satisfaction, and is influenced by a dimension apparently characterized by a social aspect and clearness of the tasks (role).

CDR 9 is the Local police sector, where the citizens' satisfaction is about 73%. The results show that it is strongly influenced by managerial and emotional support and adaptivity. The dimension is polarized on supportive relations by the manager and positive work behaviours, as the capacity of the worker to adapt himself/herself to different situations.

CDR 10 (Welfare, Social housing and Public Education sector, citizens' satisfaction = 81%) is mostly influenced by emotional and managerial support, seeking resources and change management. In this case the dimension performed through PCA has a component

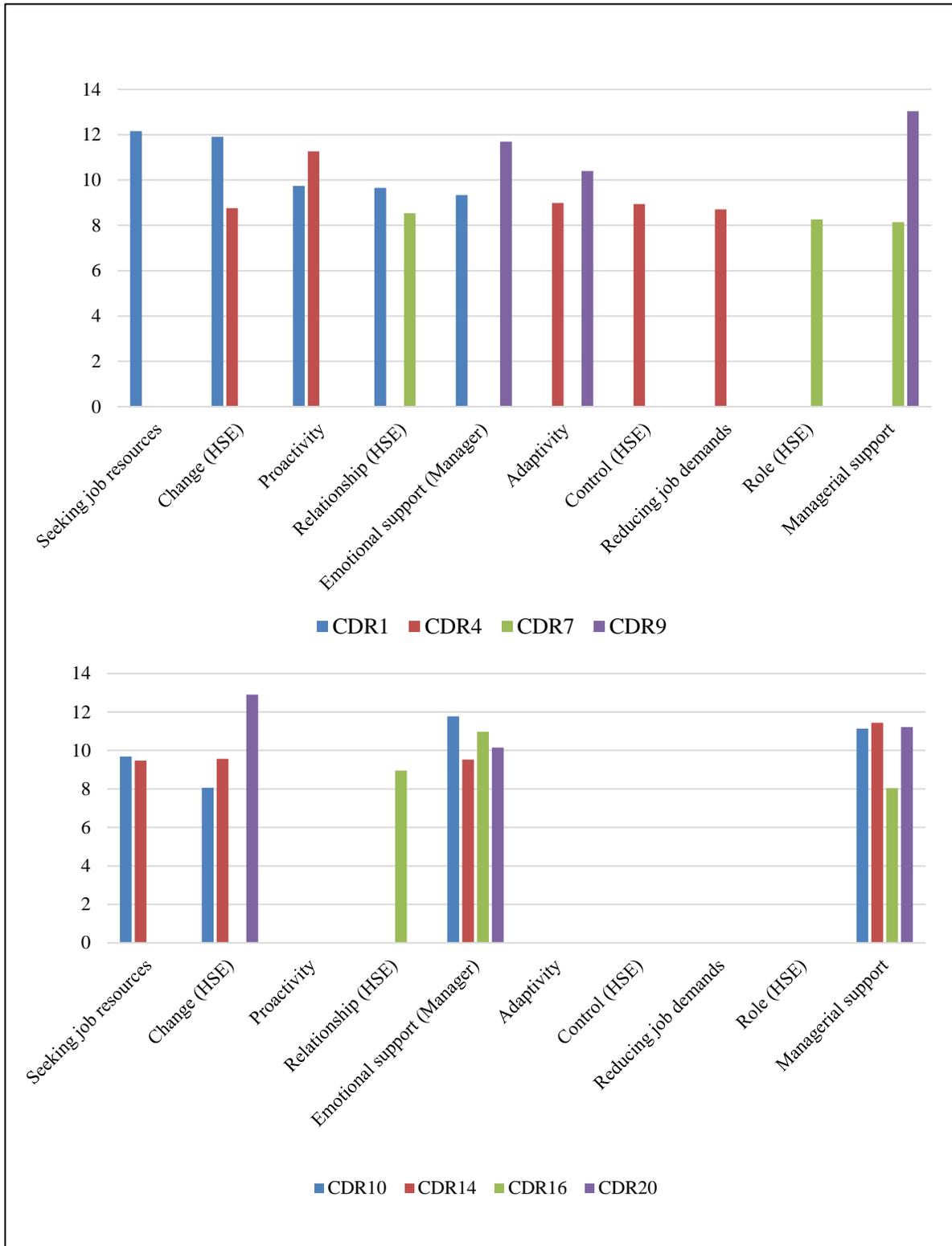
strongly based on supportive and emotive environment, search of social feedback and change coping strategies.

CDR 14 (Land Planning and Development, Procurement and contracts sector, citizens' satisfaction = 72%) seems to be influenced by managerial and emotional support, change and seeking resources. Even in this case the emerged dimension is characterized by a supportive and emotive environment, search of social feedback and change coping strategies.

CDR 16 - Cultural Policies, Economic Development, Sport and Tourism, with a customer satisfaction of 78%, showed higher loadings of emotional support, relationship and managerial support. The dimension appears to be characterized by a polarity mostly based on the social and emotive aspect.

Finally, CDR 20 (Environment, Hygiene and Health and Public Greenery sector, citizens' satisfaction = 78%) is influenced by change, managerial and emotional support. In this case, the dimension has two polarities: a supportive-emotional one and a change management one (*Figure 4*).

Figure 9 Variables influencing Principal Component Analysis Dimension in the investigation of the relationship between citizens' satisfaction and civil servants' well-being



CONCLUSION

The concept of public value is related to different dimensions among which work - as a tool for the development of public value - is of particular importance (Boyte and Kari, 1996) together with the supervisor's role that can affect job performance and satisfaction (Jin et al., 2016). The process of development of public value is also connected to that of performance (Kroll and Moynihan, 2015). In fact, according to Moore (1995), public value primarily results from government performance, since citizens expect from their governments a combination of a set of public value determinants. Consequently, the level of satisfaction of citizens' expectations has taken on an increasingly important role as a factor in measuring and evaluating public performance and value.

From these premises, the aims of this work arise: 1 – understanding the role of managerial support in determining civil servants' performance in public administrations and how proactive behaviors shape this relation; 2 – investigating the relation between the civil servants' well-being and the citizens' satisfaction.

With reference to point 1, managerial support and overall supportive supervision are generally considered predictors of proactive behaviors, as theory of planned behaviour suggested (Shin, Y., & Kim, M. J.; 2015). At the same time, different studies affirmed that supportive managers could influence the perception of being empowered by workers (Parker, L. E., & Price, R. H.; 1994).

In this study, we found an apparently counterintuitive outcome: managerial support had a negative impact on proactive action, more specifically on the capacity of a worker to seek more challenges, projects and collaborations. This result could propose an important new point of view to reflect on the situation of public administration. As proposed by Van der Wal, the 21st century can be considered, in terms of public administrations, as a VUCA world, or characterized by volatility, uncertainty, complexity and ambiguity (Van der Wal; 2017). In this kind of context, the role of employee become very crucial, especially in cases where manager support is low or not well perceived. In these cases, workers can develop new strategies to handle issues, to increase their coping strategies and promote new challenges. For this reason, the full mediation model analysed assume a key role: proactive behaviours do not depend on managerial support, but increase when supportive work conditions are not present. At the same time, we found that managerial support has no impact on contextual performance, but it is influenced by proactive behaviours (Ingusci, Spagnoli, Zito, Colombo, Cortese; 2019). This in an important implication, because in a public administration world characterized by volatility, uncertainty, complexity and ambiguity, the role of proactive and adaptive workers is the most important based on contextual performance (Ingusci, Callea, Cortese, Zito, Borgogni, Cenciotti, Signore, Ciavolino, Demerouti; 2019). In this sense, job-crafting interventions could positively afflict public organizational performance (Petrou, Demerouti, Schaufeli; 2018; Van den Heuvel, Demerouti, Peeters; 2015; Van Wingerden; 2017).

With reference to point 2, results provided by the investigation between citizens' satisfaction and organizational well-being of civil servants highlighted that variables, which mostly influence the principal component analysis dimension, are those connected with some tendency cluster, as:

- supportive and emotional relationship with manager;

- proactivity actions, in particular seeking resources (in terms of social relations) and reducing demands, or hindrance work behaviours;
- change management and adaptivity to the context;
- skills clearness and decisional autonomy.

The Mediation Model showed that managerial support had a negative impact on proactive action, while, in many sectors of the investigated local government, the CPA highlighted managerial support had a positive influence on citizens' satisfaction. This allows us to conclude that the lack of managerial support can induce civil servants to develop proactive behaviors, which, in turn, can lead to greater attention towards citizens, improving the satisfaction of the users of public services and thus increasing public value. In support of this conclusion, CPA also showed that proactivity actions and decisional autonomy of the respondents (civil servants) influenced citizens' satisfaction.

Ultimately, the results obtained show that public managers should define a support for civil servants, that promotes autonomy and, consequently, the assumption of responsibility by their subordinates, without losing their possibility to check the process of public services providing. This could be assisted through the development of an adequate performance management system (Cepiku et al., 2017) with managerial tools to make the decision-making process effective and efficient (Di Vaio et al., 2019). This system should allow managers the possibility of "remote" control, which leaves civil servants a certain degree of autonomy. In this way, public managers should contribute to improve the perceived local governments performance by citizens and, consequently, to increase public value.

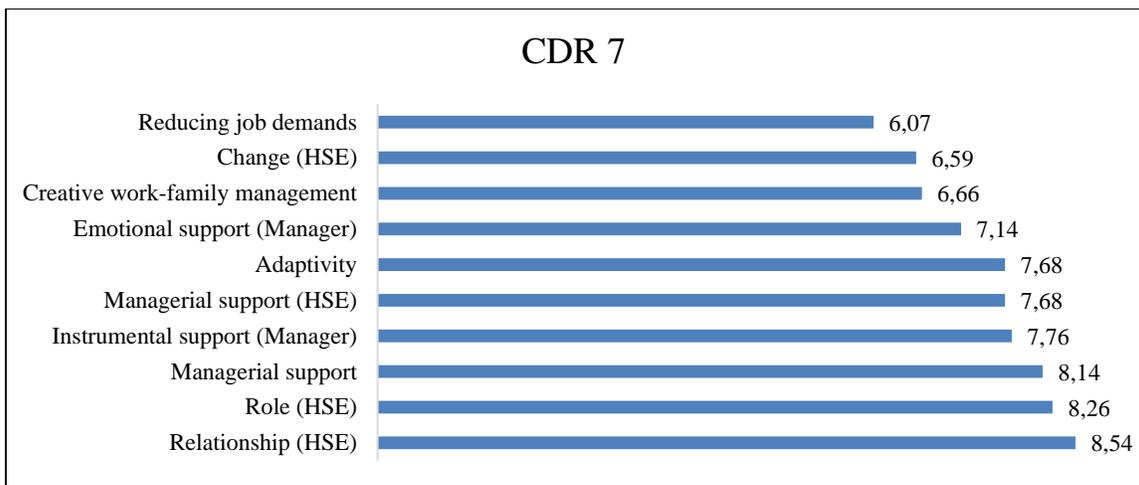
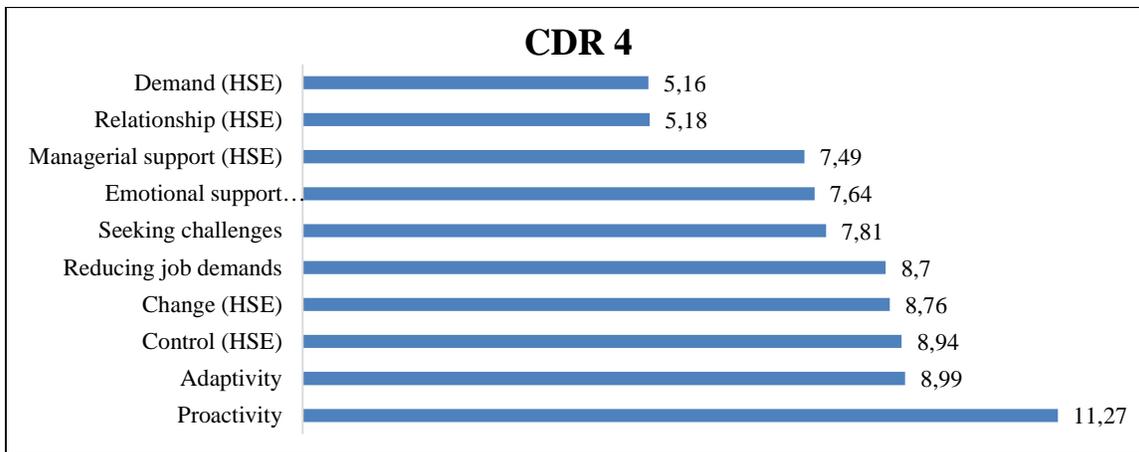
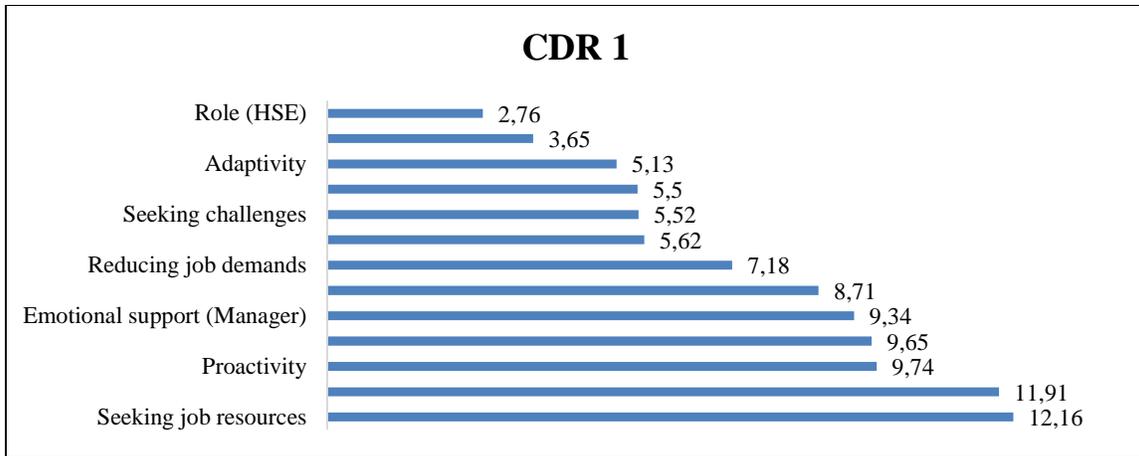
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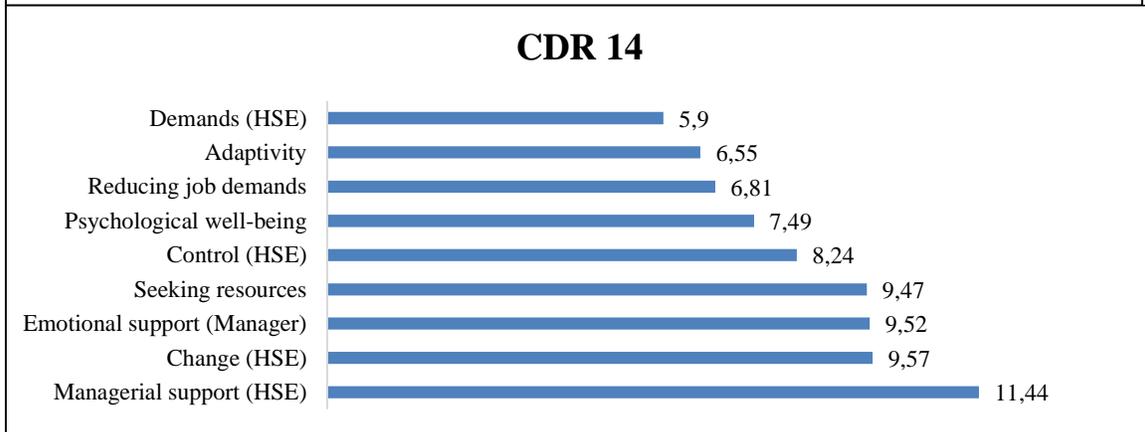
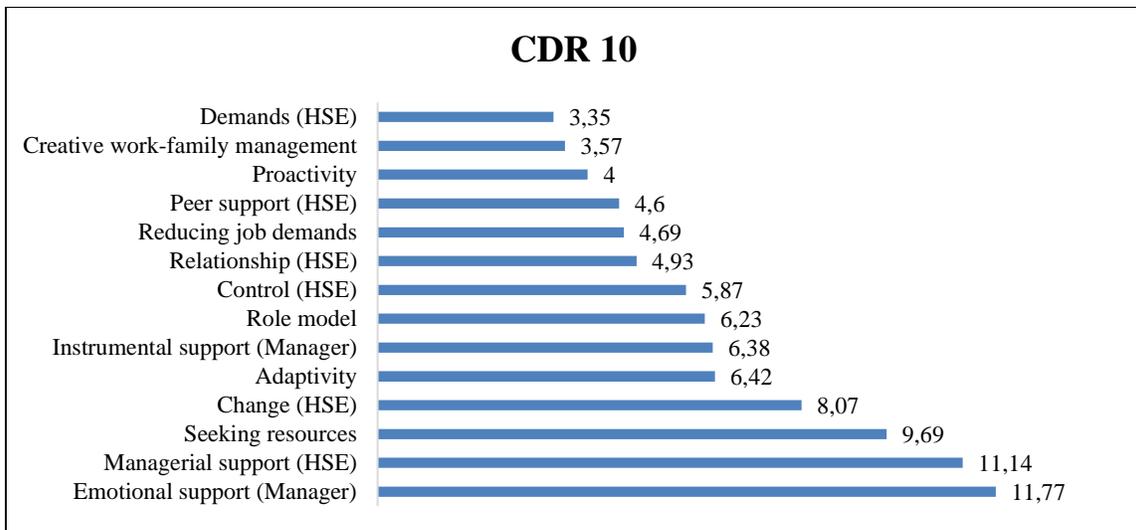
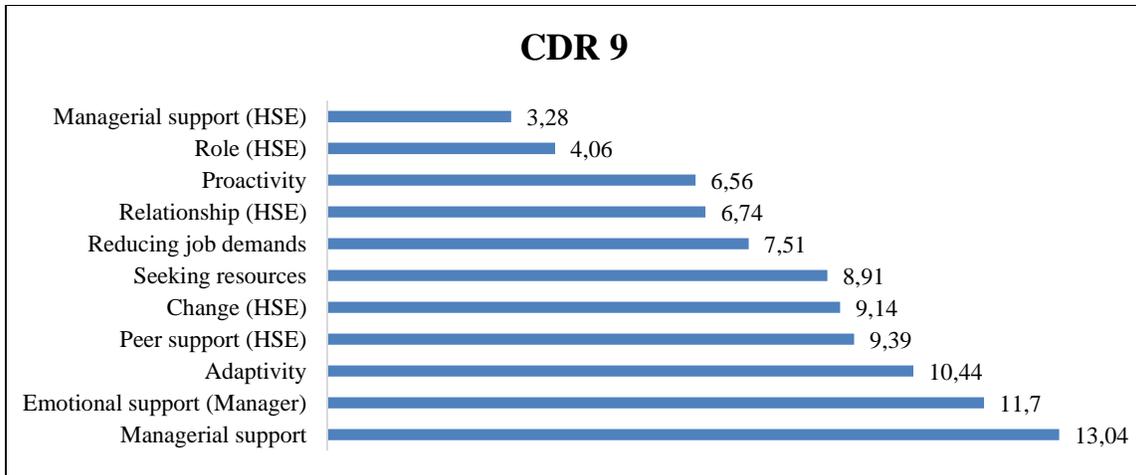
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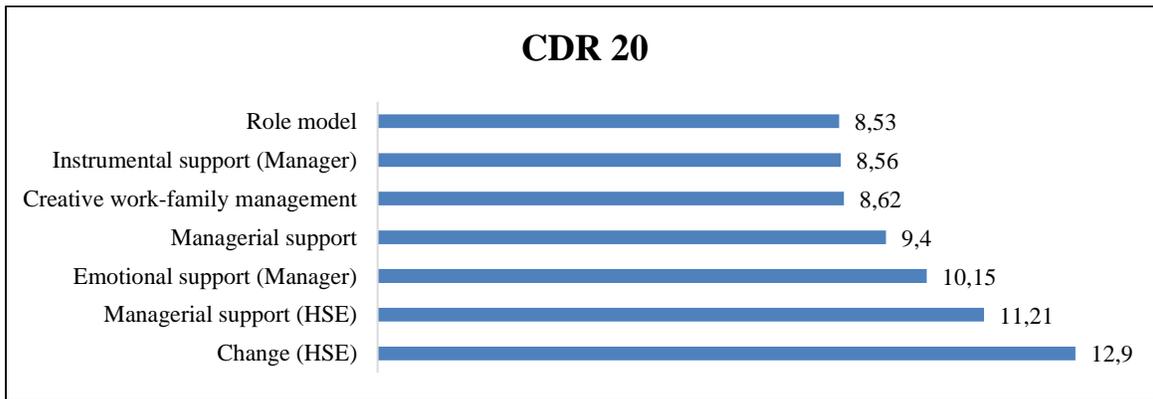
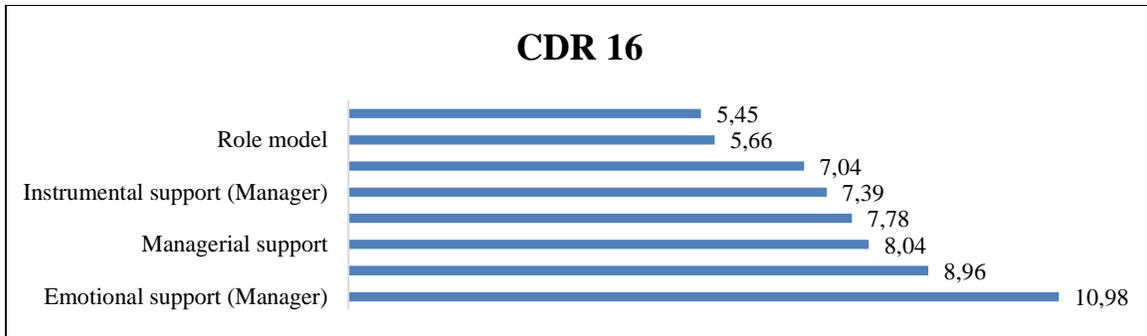
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Appendix Loadings of the different sectors (CDR) in the investigated municipality







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