

organisational citizenship behaviour has also been scrutinized by the buffering mechanism of proactive personality.

Result and Conclusions: Some of the limitations in this study include it was conducted entirely online which resulted in limited feedback and cross-sectional data for analysis was carried out. This study provides new insights into both mediating and moderating effects of the work engagement and proactive personality level, respectively. Surprisingly, our results establish when employees perceive high contextual factors, it increases their organisational citizenship behaviour even though during a low proactive personality environment. Overall, the conclusion of our study is useful for policymakers and practitioners in their efforts to enhance this work behaviour of the public sector, which will rely on the potential of contextual factors, work engagement, and proactive personality of Malaysian bureaucrats.

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Employee well-being and performance during times of change in the organization: a qualitative study to explore intervening mechanisms

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Introduction: Studies investigating mechanisms that can explain or influence the relationship between organizational change and employee well-being and performance are scarce and mainly quantitative, making it impossible to investigate direct relationships. Furthermore, previous research has mainly focused on structural changes (e.g. mergers, acquisitions) and on negative indicators of well-being. When using qualitative methods, we can gain a deeper and broader understanding of these mechanisms. **Materials and Methods:** Semi-structured group interviews were held with five groups of employees (n = 35) and four groups of supervisors (n = 28) from five different Belgian organizations. Participants were asked to think back on changes at the workplace, how and why these changes affected their well-being and performance (i.e., explanations), and which contextual (i.e., influencing) factors could positively influence the impact of change on these outcomes.

Results: Results show that particularly work intensification and job insecurity underlie the relationship between organizational changes and well-being/performance. Next, communication, procedural justice, social support of the supervisor, and resilience seem to help employees cope with the negative impact of changes.

Conclusions: The results of this study broaden the theoretical framework about intervening mechanisms in the relationship between organizational changes and both employee well-being and performance and provide guidelines for practitioners.

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Work organization and psychosocial factors: application of affective neuroscience to detect and analyze emotional flow at work, the health of an organization and the ability to face critical events

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Introduction Psychological and emotional aspects play a central role in the organization and sustainability of work, employee well-being and productivity. To understand the interaction between work organization and psychosocial factors, we considered work as a system that has its own emotions (emotional life of organizations, not emotional life in organizations).

Materials and methods We identified the activation of primary affective states as significant indicators of well-being. Following the work of Panksepp and Biven (2012), significant emotions were identified for workers, which corresponded to the activation of seven core systems of emotions: SEEKING, RAGE, FEAR, LUST, CARE, PANIC/GRIEF, and PLAY. Through a web app, the workers of a large Italian company indicated their emotional states daily and, through tags, their reasons. The research and data processing were conducted in compliance with ethical and legal standards.

Results We analyzed 488 recordings from different teams. Each team activated specific emotional states. For example, in highly competitive teams with a perception of identity built on differences from others, LUST and RAGE systems are highly activated.) Successful functioning is linked to the activation of the CARE (team cohesion), PLAY (social ties and workforce solidarity) and SEEKING (challenges, creativity, and autonomy) systems.

Conclusions Awareness of emotional flow can support the development of more tailored organizational strategies to enhance employees' wellness.

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Representations of authority and work organization in public sector. A difficult balancing between political pressure and authority deployment

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Introduction The relationship between work organization and psychosocial well-being factors usually assessed in the relationship between managers, those responsible for the organization, and employees. In a systemic view, this subdivision is certainly simplistic, but there are situations in which it is also misleading. This is particularly the case for managers in the public sector, such as municipal managers, whose autonomy is confronted with the political dimension, represented by councillors. In this paper, we want to highlight the relationship and the representation of authority, as a modulator of health and organization.

Method. Training activity, articulated in frontal lessons and activities in small and large groups with the managers (N°17) of a large municipality in northern Italy.

Results. Political interference in work management and organization is not an openly discussed topic but it emerges as a background that is (almost) forgotten. In a specific training activity, in which the two groups experimented two different ways of exercising authority, it emerged that, although the ability to respond correctly to the delivery of work was preserved in both groups, the possibility of accessing more creative solutions and better results linked to a more supportive than directive relationship with authority.