

Public Servants' Proactive Job Behaviors and Job Satisfaction in Digital Transformation

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Abstract

The public sector necessitates job crafting from employees to manage the excessive demands resulting from successive public management reforms. However, austerity measures limit job autonomy. This study examines how job crafting can be encouraged in public organizations to enhance job satisfaction by analyzing job characteristics, social support, and work-home conflict as antecedents of job crafting. Drawing on the Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT), the research examines how autonomy, person-job fit (D-A fit), top management support, workload, and contextual digital literacy influence job satisfaction through proactive work behaviors (PWB). Data were collected from 444 Responsible for Digital Transition (RDT) officials using a structured questionnaire. The findings reveal that excessive workload negatively impacts job satisfaction but activates PWB. Autonomy and D-A fit enhance both job satisfaction and PWB, while top management support positively influences PWB, which in turn boosts job satisfaction. Contextual digital literacy directly improves job satisfaction but does not significantly affect PWB. Our results question the classical multidimensional construct of job crafting and show the importance of balancing workload, providing autonomy, and ensuring adequate training and support from top management to foster job satisfaction and proactive behaviors among public servants. The research contributes to the literature on motivational job design and job satisfaction in the public sector, emphasizing the role of individual agency in driving digital transformation. The findings have practical implications for policymakers and public sector managers, suggesting strategies to enhance the digitalization leadership roles of public employees by enriching their jobs and increasing autonomy.