



ISPA
INSTITUTO UNIVERSITÁRIO
CIÊNCIAS PSICOLÓGICAS, SOCIAIS E DA VIDA

**CHANGING ORGANIZATIONS IN THE PUBLIC SECTOR:
INDIVIDUAL AND ORGANIZATIONAL STRATEGIES
TOWARDS PERCEIVED PERFORMANCE IMPROVEMENT**

Sandra Maria Santos Gameiro Henriques de Jesus de Brito Pereira

Thesis supervised by Professora Doutora Rita Campos e Cunha

**Submitted to Instituto Superior de Psicologia Aplicada in fulfillment of the
requirements for the degree of**

Doctor of Philosophy in Applied Psychology

Special field of Organizational Psychology

2014

This thesis was submitted to ISPA - Instituto Universitário in fulfillment of the requirements for the degree of Doctor of Philosophy in Applied Psychology, Special field of Organizational Psychology under the supervision of Professora Doutora Rita Campos e Cunha in the year of 2014.

To the memory of my Father, who once wrote

One man can make a difference

Every man should try

To my Mother, who once said

Be yourself

That's enough challenge for one life

ACKNOWLEDGEMENTS

This was a long journey of solitude, perseverance, intellectual focus, energy and aspiration. Everyone that grows through a process like this one knows how important are the people we meet, the ideas we share, the commitments we make, the thoughts we develop and most of all the meaningful voices that go along with us in such a demanding and challenging journey.

I would like to start by deeply thanking my supervisor, Prof. Dra. Rita Campos e Cunha for her determining contributions to this thesis and in all of my academic choices since we met more than fifteen years ago in the MBA program. I have had the privilege to be her student in the MBA program, to have her as my supervisor in the Master's thesis, and to have her precious company in the writing of some papers and the participation in some international conferences. These experiences have emphasized my admiration both in the professional and personal dimensions. I thank Prof. Dra. Rita Campos e Cunha for being an everlasting inspiration, a challenging aspiration and an extraordinary sample of virtue and trust.

I would also like to thank Prof. Ralph Stacey and his team of professors and advisors, in particular Douglas Griffin and Patricia Shaw at the University of Hertfordshire, in England where I had the pleasure of pursuing the scholar part of my doctorate for two very enriching and transformational years. I also want to acknowledge my dear colleagues, especially Karen, David, Henry and Rui Grilo for all their precious comments and support throughout these years. I thank Fundação para a Ciência e Tecnologia (FCT) for believing in my doctoral project and contributing to make this experience possible and my learning process irreversible.

I would like to recognize the Fulbright Commission for trusting me with an award that allowed me to experience some months at Columbia University in New York as a Visitor Scholar. This period of my life was most enlightening and rewarding as I met so many interesting people, visited so many unforgettable libraries and was always treated with care and respect by Prof. Steven Cohen and his team at the School of International and Public Affairs (SIPA).

I would also like to recognize my family, colleagues and friends who were able to walk with me through this journey singing along with enthusiasm while some days were bright and others were dark blue. Paradoxically, they kept me grounded on the constant relativity of intellectual and practical matters as our close interaction required my attention for both.

In this context, I would like to recognize the invaluable contributions of Prof. Dr. José António Pinheiro and Prof. Dr. Mário Bairrada for our long conversations about quantitative methodologies that, with time and complicity, led to strong and enduring feelings of friendship.

I would like to acknowledge the members of the “D Group”, my dear colleagues Graça Baptista, Patrícia Jardim da Palma, Miguel Pereira Lopes e João Vieira da Cunha, who always showed vibrant enthusiasm on the discussions we held with each other’s working themes, proving that academia is a privileged place to meet young talented hard working researchers whose energizing insights have contributed to a much rewarding journey.

I would also like to thank my colleagues Lurdes Raimundo and Sara Matos for their invaluable help and support with the revision of this text and the uncountable time and mastery work done with the organization of the references and quotes.

I would like to dedicate this thesis to my family,

My dear son Francisco, so curious and enthusiastic about life and human nature that soon learned the word “doctorate”, one word that made him grasp the ambiguity and complexity of coping with different wonderful outstanding projects in life.

My lovely daughter Carolina who was born by the end of this journey and many times shared her breastfeeding time, with the funny noise of a colorful machine called portable computer. She inspired me with her tolerance, smiles and giggles, confident that one day she would surely understand all the different roles and dimensions that the pursuing of happiness undertakes.

My loving husband Gonçalo who has always believed and supported my projects including this overwhelming one, providing with the time, the tolerance, the tenderness and the love that enabled me to pursue this journey feeling confident that our love and family could flourish along with this thesis in full cooperation.

Palavras-chave:

Mudança Organizacional; Psicologia Positiva; Administração Pública; Virtuosismo.

Key Words:

Organizational Change; Positive Psychology; Public Administration; Virtuousness.

Classification Categories and Codes

3600 Industrial & Organizational Psychology

3650 Personnel Attitudes & Job Satisfaction

3660 Organizational Behaviour

RESUMO

Este trabalho tem como objectivo principal, contribuir para a discussão do impacto dos programas governamentais de mudança nas instituições públicas, como fonte geradora de stress ocupacional, resultante do clima de ansiedade e incerteza que provocam nos trabalhadores do sector público e simultaneamente nas equipas responsáveis pela gestão destas instituições. Este contexto de transformação organizacional no sector público tem a particularidade de ser eminentemente unilateral, uma vez que as mudanças são impostas pelo Governo, através de um conjunto de normativos de previsões genéricas com objectivos aplicáveis a todo o sector público. Pretendemos neste estudo, analisar a possibilidade do efeito negativo do stress resultante destes processos de mudança poder ser reduzido através da influência de variáveis organizacionais ou de características individuais. Efectivamente, tendo os gestores públicos uma amplitude muito menor de políticas e instrumentos de motivação e alinhamento dos seus Colaboradores relativamente aos existentes no sector privado, uma actuação ao nível de variáveis organizacionais e/ou individuais, sem impacto financeiro, poderá funcionar, de forma alternativa, á criação de condições que potenciem o sucesso destas intervenções na performance das instituições, como resultado destes programas de mudança.

Com este objectivo e considerando os resultados que a investigação no âmbito da psicologia positiva tem apresentado acerca dos desvios positivos nas dinâmicas interpessoais e a correspondente criação de estruturas organizacionais que permitam conservar e perpetuar esses impactos positivos, englobámos no nosso estudo um conjunto de variáveis associadas ao virtuosismo (confiança, optimismo, integridade, compaixão e perdão) e a uma cultura organizacional positiva. O impacto destas variáveis em termos de redução dos efeitos do *stress*, em contextos específicos de mudança organizacional, foi analisado. Foram igualmente seleccionadas variáveis individuais - locus de controlo, auto-estima e *workaholism*, com o propósito de analisar o seu impacto na relação entre o *stress* e as percepções de performance dos Colaboradores destas instituições, no seguimento dos programas de mudança. As associações encontradas, levam-nos a considerar a importância de práticas de gestão das pessoas que fomentem um clima organizacional virtuoso, especialmente crítico, em situações de mudança profundas, como acontece no âmbito dos programas governamentais de reforma pública administrativa. Para além dos efeitos directos das variáveis de virtuosismo e cultura positiva, bem como das variáveis individuais, foram encontrados efeitos de mediação, na relação entre stress e percepções de performance organizacional. A discussão dos resultados permite abrir novas pistas para futuros estudos de investigação.

ABSTRACT

This dissertation aims to contribute to the discussion on the impact that Governmental reform programs have in public institutions, as a source of work stress, resultant from the anxiety and uncertainty they produce in public workers and simultaneously in the teams responsible for the management of these institutions. This transformational context in the public sector has the particularity of being eminently unilateral, since these changes are imposed by the Government through a set of standard rules, with the definition of goals that are to be achieved by all the institutions within the public sector. In this study, we are analyzing the possibility of reducing the negative stress effect resultant from the change process, through the influence of organizational variables and individual characteristics. In fact, as public managers have less amplitude of policies and instruments to motivate and align their workers when compared to the private sector, considering new alternatives of intervention on an organizational and/or individual dimension, with no major financial impact, might create better conditions for the success of the organizations' performance as a result of the public reform program.

Based on this objective and considering the results that have been presented from investigation in positive psychology on the positive deviations in interpersonal dynamics and the corresponding organizational structures that facilitate the conservation and perpetuation of these positive impacts, we have considered a set of variables normally associated with virtuousness (trust, optimism, integrity, compassion and forgiveness) and a positive organizational culture. The impact of these variables in the reduction of stress, under an organizational change specific context, was analyzed. We have also selected individual variables - *locus* of control, self-esteem and *workaholism* - with the purpose of analyzing its impact in the relationship between stress and the workers' perception of performance in these institutions as a result of the change reform program. The associations found, lead us to consider the importance of people management practices to foster a virtuous organizational climate, most critical, in situations of severe transformation, such as within a framework of Governmental public reform programs. Besides the direct effects of the virtuousness and positive culture variables, as well as the individual variables, we have found mediation effects, in the relationship between stress and perceived organizational performance. The discussion of these results will open new avenues for future investigation.

TABLE OF CONTENTS

TABLE OF CONTENTS	I
LIST OF EXHIBITS	VII
LIST OF APPENDIXES	VIII
CHAPTER 1 - INTRODUCTION - CONTEXT AND SCOPE OF STUDY	1
1.1. GENERAL CONTEXT OF CHANGE - PUBLIC SECTOR CHALLENGES	1
1.2. SPECIFIC CONTEXT OF CHANGE - PUBLIC SECTOR IN PORTUGAL	2
1.2.1. Common challenges in the public sector	2
1.2.2. Portuguese Public sector workforce	4
1.2.3. The PRACE Program	7
1.2.4. The PREMAC Program	9
1.2.5. Stability and Growth Programme 2011-2014.....	10
1.2.6. Final comments	11
1.3. PURPOSE OF THE STUDY.....	13
CHAPTER 2 – LITERATURE REVIEW AND VARIABLES DESCRIPTION	17
2.1. ORGANIZATIONAL CHANGE THEORETICAL MODELS AND POSITIVE PSYCHOLOGY FRAMING	18
2.1.1. Organizational Change Theoretical Models	19
2.1.2. Organizational change high failure rate and the resistance to change	21
2.1.3. Positive Psychology Frame and Focus	24
2.2. WORK STRESS, RESPONSES TO STRESS AND BUFFERING STRATEGIES TOWARDS STRESS	26
2.2.1. Work stress	26
2.2.2. Work Stress as a result of organizational change	28
2.2.3. Responses to Stress	30
2.2.4. Buffering stress managerial implications.....	31
2.3. PERCEIVED ORGANIZATIONAL PERFORMANCE	33
2.3.1. Comparing private and public sector organizations	33
2.3.2. Performance measurement challenges in change contexts	34
2.3.3. Perceived Organizational Performance	35
2.3.4. Performance measurement and perception in public sector organizations	36
2.4. ORGANIZATIONAL BUFFERING STRATEGIES - ORGANIZATIONAL VIRTUOUSNESS: TRUST, OPTIMISM, INTEGRITY, COMPASSION, FORGIVENESS AND POSITIVE CULTURE.....	40
2.4.1. Organizational Virtuousness	40
2.4.1.1. Organizational Virtuousness and stress	42
2.4.1.2. Organizational Virtuousness and performance	44

2.4.2. Trust47

 2.4.2.1. Trust and Stress48

 2.4.2.2. Trust and Performance49

2.4.3. Optimism51

 2.4.3.1. Optimism and stress52

 2.4.3.2. Optimism and performance.....54

2.4.4. Integrity.....55

 2.4.4.1. Integrity and stress56

 2.4.4.2. Integrity and performance57

2.4.5. Compassion59

 2.4.5.1. Compassion and stress60

 2.4.5.2. Compassion and performance61

2.4.6. Forgiveness64

 2.4.6.1. Forgiveness and stress65

 2.4.6.2. Forgiveness and performance.....65

2.4.7. Positive Culture67

2.4.8. Mediation effects of virtuousness and positive culture between the relationship of stress and perceived organizational performance.70

2.5. INDIVIDUAL BUFFERING STRATEGIES - LOCUS OF CONTROL, SELF-ESTEEM, AND WORKAHOLISM..... 73

2.5.1. Locus of Control73

 2.5.1.1. Locus of Control and stress75

 2.5.1.2. Locus of Control and performance76

2.5.2. Self-esteem77

 2.5.2.1. Self-esteem and stress79

 2.5.2.2. Self-esteem and performance.....80

2.5.3. Workaholism81

 2.5.3.1. Workaholism and stress.....83

 2.5.3.2. Workaholism and performance84

2.5.4. Moderation effects of individual variables - Locus of Control, Self-esteem and Workaholism - between stress and perceived organizational performance.86

2.5.5. Hypothesis and Research Model87

CHAPTER 3 – EMPIRICAL STUDIES AND ANALYSIS89

3.1. METHODOLOGY 89

3.1.1. Sample Description and Procedure89

 3.1.1.1. Organizations studied.....90

 3.1.1.2. Characteristics of the sample98

 3.1.1.3. Procedures100

3.1.2. Interviews with organizations’ top management - insights about institution’s different phases concerning the organizational change programs103

3.2. DESCRIPTION OF MEASURES	105
3.2.1. Construction of the scales and their dimensions	105
3.2.2. Description of Measures	106
3.2.3. Verifying Assumptions	110
3.3. EMPIRICAL STUDY ONE	112
3.3.1. Testing Hypothesis 1	112
3.3.2. Testing Hypothesis 2	116
3.3.3. Testing Hypothesis 3	118
3.3.4. Testing Hypothesis 4	124
3.3.5. Testing Hypothesis 5	129
3.3.6. Testing Hypothesis 6	130
3.3.7. Testing Hypothesis 7	134
3.4. EMPIRICAL STUDY TWO	142
3.4.1. Quasi-Longitudinal Analysis for IEFP and ITIJ	142
CHAPTER 4 – GENERAL DISCUSSION AND CONCLUSIONS	145
4.1. MAIN FINDINGS FOR STUDY ONE	145
4.1.1 FINDINGS FOR HYPOTHESIS 1	146
4.1.2 Findings for hypothesis 2	146
4.1.3 Findings for hypothesis 3	147
4.1.4 Findings for hypothesis 4	149
4.1.5 Findings for hypothesis 5	149
4.1.6 Findings for hypothesis 6	150
4.1.7 Findings for hypothesis 7	151
4.2. MAIN FINDINGS FOR STUDY TWO	151
4.3. LIMITATIONS OF THE STUDY	152
4.4. THEORETICAL IMPLICATIONS AND FUTURE RESEARCH	153
4.5. IMPLICATIONS FOR PRACTICE	156
4.6. CONCLUSION	158
4.7. FINAL COMMENT	159
REFERENCES	163

LIST OF TABLES

Table 1 – The Hypothesized Model.....	88
Table 2 – Sample characteristics by gender, age, education, job position, seniority and organization for 2005.....	98
Table 3 – Sample characteristics by gender, age, education, job position, seniority for IEFP and ITIJ for 2007.....	99
Table 4 - <i>Variables Measures</i>	101
Table 5 – Factor Analysis of Positive Culture scale, rotated component matrix.....	107
Table 6 - Means, standard deviations, and intercorrelations for stress, control variables and perceived organizational performance variables.....	113
Table 7 - Stepwise regression coefficients for perceived performance comparison, with control variables and stress as independent variable.....	114
Table 8 - Regression coefficients for perceived performance objectives, with control variables and stress as independent variable.....	115
Table 9 - Regression coefficients for perceived performance development, with control variables and stress as independent variable.....	115
Table 10- Means, standard deviations, and intercorrelations for stress and virtuousness variables.....	117
Table 11 - Means, standard deviations, and inter-correlations for stress and positive culture variables.....	117
Table 12 – Means, standard deviations and intercorrelations for the virtuousness variables and perceived performance variables.....	118
Table 13 – Stepwise regression coefficients for perceived performance comparison, with control variables and virtuousness as independent variables.....	119
Table 14 - Regression coefficients for perceived performance objectives, with control variables and virtuousness as independent variables.....	120
Table 15 - Regression coefficients for perceived performance development, with control variables and virtuousness as independent variables.....	121
Table 16 - Means, Standard deviations and intercorrelations for the positive culture variables and perceived performance variables.....	121
Table 17 - Regression coefficients for perceived performance comparison, with control variables and positive culture as independent variables.....	122
Table 18 - Regression coefficients for perceived performance objectives, with control variables and positive culture as independent variables.....	123

Table 19 - Regression coefficients for perceived performance development, with control variables and positive culture as independent variables.....	123
Table 20 - Regression results for perceived performance as dependent variables and stress as independent variable – Step 1.....	125
Table 21 - Regression results for virtuousness and positive culture as dependent variables and stress as independent variable– Step 2	126
Table 22 - Regression results for performance comparison as dependent variable and virtuousness and positive culture as independent variables – Step 3.....	126
Table 23 - Regression results for performance objectives as dependent variable and virtuousness and positive culture as independent variables – Step 3.....	126
Table 24 - Regression results for performance development as dependent variable and virtuousness and positive culture as independent variables – Step 3.....	127
Table 25 - Regression results for mediation effects – Step 4	128
Table 26 - Means, standard deviations, and intercorrelations for stress and individual variables – locus of control, self-esteem and workaholism	129
Table 27 - Stepwise regression coefficients for stress, with control variables and individual variables as predictors.....	130
Table 28 – Means, standard deviations and intercorrelations for the individual variables and perceived performance variables	131
Table 29 - Stepwise regression coefficients for perceived performance comparison, with control variables and individual variables as predictors.....	132
Table 30 - Stepwise regression coefficients for perceived performance objectives, with control variables and individual variables as predictors.....	132
Table 31 - Stepwise regression coefficients for perceived performance development, with control variables and individual variables as predictors.....	133
Table 32 - Means, standard deviations, and intercorrelations for stress, locus of control, self-esteem and workaholism factors and perceived performance variables	135
Table 33 - Regression coefficients for perceived performance comparison with stress and locus of control H-L as independent variables and the moderator variable.....	135
Table 34 - Regression coefficients for perceived performance objectives, with stress and locus of control H-L as independent variables and the moderator variable.....	136
Table 35 - Regression coefficients for perceived performance development, with stress and locus of control H-L as independent variables and the moderator variable.....	137
Table 36 - Regression coefficients for perceived performance comparison with stress and Self-esteem H-L as independent variables and the moderator variable	138
Table 37 - Regression coefficients for perceived performance objectives with stress and Self-esteem H-L as independent variables and the moderator variable.....	139

Table 38 - Regression coefficients for perceived performance development with stress and Self-esteem H-L as independent variables and the moderator variable	139
Table 39 - Regression coefficients for perceived performance comparison with stress and workaholism H-L as independent variables and the moderator variable	139
Table 40 - Regression coefficients for perceived performance objectives with stress and workaholism H-L as independent variables and the moderator variable	140
Table 41 - Regression coefficients for perceived performance development with stress and workaholism H-L as independent variables and the moderator variable	140
Table 42 - Regression results for the mediation effect of locus of control on the relationship between stress and perceived performance comparison	142
Table 43 – MANOVA results for the comparison of means in time 1 and time 2, IEFP	143
Table 44 – MANOVA results for the comparison of means in time 1 and time 2, ITIJ	144

LIST OF EXHIBITS

Figure 1 – Research Model – Relationship of stress, organizational virtuousness, positive culture and individual buffering variables with perceived organizational performance.	15
Figure 2 – Mediation Effects, of Virtuousness and Positive Culture.....	72
Figure 3 – Research Model.....	87
Figure 4 – Normal Q-Q plots for all variables	111
Figure 5 - Mean Performance Perception Comparison	114
Figure 6 – Interaction effect of Locus of Control H-L, in perceived performance comparison	136
Figure 7 – Interaction effect of Locus of Control H-L, in perceived performance objectives	137
Figure 8 – Interaction effect of Locus of Control H-L, in perceived performance development	138
Figure 9 –Direct effect of Workaholism on perceived performance comparison	141
Figure 10 – Direct effect of Workaholism on perceived performance objectives.....	141

LIST OF APPENDIXES

Appendix 1 – Questionnaire.....	219
Appendix 2 - Interviews with organizations' top management.....	227

‘Would you tell me please, which way I ought to go from here?’
‘That depends a good deal on where you want to get to’ said the cat.
‘I don’t much care where’ said Alice.
‘Then it doesn’t matter which way you go’ said the cat.

Alice in Wonderland by Lewis Carrol

CHAPTER 1 - INTRODUCTION - CONTEXT AND SCOPE OF STUDY

1.1. GENERAL CONTEXT OF CHANGE - PUBLIC SECTOR CHALLENGES

The “European Social Model” has been mainly concerned with the protection of five critical life risks: unemployment, poverty, illness, old age and accidents. It seems unquestionable to assume the vulnerability of such model these days, as a consequence of the globalisation, the European integration and disintegration movements, the demographic changes and most of all the population rapid progressive ageing. This would be a challenging scenario for itself but in face of the actual public debt and severe global financial crisis it has been potentiated to levels that put at stake the basis of “symmetrical solidarity”¹.

In fact, the urge for budget consolidation as a result of the economic and financial crisis has intensified the cut in social services in almost all European countries questioning the notion of welfare states in EU member countries and on Social Europe in general. The traditional connection between social security and economic development seems to be a fading trend. The truth is that social policy at the European level remains one of the greatest weaknesses of the European integration. In reality we are not able to mention a unique or uniformed European Social Model² or any assertive initiative towards European integration through the inclusion of the different national social security systems. Therefore, the global context for

¹ Reisz (2004) refers to “symmetrical solidarity” as a system based on equivalence and mutuality. It is contrasted with the “asymmetrical solidarity” which is based on caring, but paternalistic giving on the part of the strong and one sided receiving on the part of the weak.

² Esping-Andersen (1990) defended a very well-known categorization distinguishing between at least three types of social states in the EU: (i) the social democratic or Scandinavian type; (ii) the social conservative or continental type and (iii) the liberal or Anglo-Saxon type. This typology reinforces the idea that it is not rigorous to mention merely one European social model or The European social model.

public service in developed countries has a most demanding challenge to meet – how to cope better services with higher quality standards without increasing the burden with taxes.

Apparently, three alternative models have been found to address this productivity dilemma (Barber, 2006): command and control³, the creation of quasi-markets mainly used in the health and education sectors (Ferro, 2010), and a model based on transparency and devolution⁴. All these measures require sophisticated strategic leadership, so Governments must learn to “*steer rather than row*” (Gaebler & Osbourne, 1992, p.265) and consequently the role of people involved in the public sector has to change. Public-service professionals must have or learn the ability not just to lead radical change programs but to manage the transformed services because reform is mainly in the execution.

Change is therefore inevitable in both the macro and micro levels. Public institutions and companies have been forced to reduce the workforce, lower the wages, cut on social benefits, spend more time on collective negotiations and deal with a latent strong social conflictuality (Berman et al., 2010). In this context of organisational change in the public sector, our main challenge and concern in this study is to what extent, if any, an organizational environment perceived as virtuous and trustful might be important in the facilitation process of implementing these changes and in their acceptance by the workers towards an aspirational increase in their own performance (Girth, 2014).

1.2. SPECIFIC CONTEXT OF CHANGE - PUBLIC SECTOR IN PORTUGAL

1.2.1. Common challenges in the public sector

Some of the most common problems and difficulties Portugal has to face when considering the public system are common to many other countries such as: the lack of customer orientation, services being organized around the provider, inefficient relations and communication between the different public institutions or departments inside the same

³ This model has been considered more adequate for change management improvement programmes in services that urge for assertive and effective results (as an example it was used in the UK to overcome the major problems of literacy in schools and health care waiting lists).

⁴ This model is based on contracts in which the Government establishes with the service providers SLA (Service level agreements) conditions and holds them accountable for their responsibilities.

organisation, rigid pay scales linked to professional category and seniority, lack of specialised professional qualifications, the “career for life” as job security guaranteed with salaries and pensions calculated based on a long and slow career, hierarchic organizations, virtually automatic promotion systems based on seniority and not on merit and last but not least, concentration on the process instead of the result with inevitable lack of capacity for reaction and innovation.

In this context, it is reasonable to conclude that the actual architecture in this field is missing Strategy, Planning and Controlling⁵. Noticeably, public organizations are designed on a typical vertical structure where horizontal flows of procedures or information are almost non-existent (Cadilhe, 2005), with a propensity for negative and positive conflicts of competences. This lack of coordination and articulation between different areas normally results in the waste of resources, less efficacy and very diverse quality levels among the various institutions (Varlamova & Larionova, 2013).

Public Organizations, due to their social obligations, higher legislative interventions, public accountability and unique culture face many specific challenges in the transition to an enterprise system (Botta-Genoulaz & Millet, 2006). Several public organizations suffer from such complexity that the organizational structure lacks integration and ownership of important crucial processes (Wagner & Antonucci, 2009). On the other hand, the Government rarely limits its attributions to the regulation of strategic sectors, supervision and control of economic activities in a transparent and impartial way, most especially in southern European organizational models. The Government’s reform and modernisation programmes in Portugal have been based on a general approach of getting the best from the existing system and fundamentally reforming it at the same time, increasing quality of the services and efficiency in the use of its limited resources.

⁵ Deloitte launched a very interesting inquiry to all Portuguese public managers concerning the principal issues in need of change in public administration and the results were the following: Goal definition (16%), Accountability culture (12%), Communication (11%), Poor management skills (10%) Excessive bureaucracy (10%), Focus on Client (8%) and on merit (8%), Appropriate Structures (6%), Non-political departments (5%), Need for resources (4%) and evaluation (4%), New competences and skills (3%), and IT adjustments (3%) in Deloitte Report on Inquiry Public Management 2010.

1.2.2. Portuguese Public sector workforce

In the first quarter of 2014, there were 561 121 public workers, representing 10,8% of the active Portuguese population and 12,7% of the population with a labour contract, with the following profile: 56,4% are female, 49% have secondary education (10-12 years of education), 30% belong to 40-49 age group, 42% have a seniority of 20 years or more, 43% work in the education, culture and research sectors, 32% work in the Lisbon area and 35% earn between 550 and 1300 Euros, since the range varies between a monthly salary of 795 (trainee) and 8250 (diplomats) Euros (*in Síntese Estatística do Emprego Público, Direção Geral da Administração e do Emprego Público, Ministério das Finanças, 1º trimestre, 2014*).

It is important to refer that in 2005, there were over 747 880 public workers⁶ corresponding to 14,6% of the GDP, therefore standing in third as the highest expenditure country in public administration in the OECD. Today Portugal's GDP per capita is 54 percent lower than Germany and the underlying cause is the lower productivity of Portuguese workers⁷. Most studies (World Bank, 2013) identify three reasons for this lower productivity such as: i) distorted competition (23% of Portugal's economy operates informally (Farrell 2004; Feliciano, 2008); ii) rigid labour markets; and iii) deficiencies in the public sector. Additionally, the wage gap between public and private sectors in Portugal is one of the highest in the EU (European Commission, 2014-2020) aggravated by the social benefits (health care, children equipment's, pensions, among others) also better in the public sector.

In fact, public sector employees were considered to earn, on average, more than in private sector similar jobs, especially in the 1996-2005 period for young college graduates in the beginning of their careers as the public sector was seeking to renovate its work force. Actually, the wage distribution shows that the public premium decreases (from 18,6% to 4,5%) as one moves from the lower to the upper qualification jobs, in line with the higher

⁶ Data from 2005 considering the 747.880 public workers can be segmented predominantly in the following sectors: 246.265 educational, 113.295 health, 103.969 Security Forces and 20.351 in the Justice Department, followed by all the remaining other areas with 264.000. The great majority worked in the central administration, followed by the local, and then the regional (islands of Azores and Madeira). Lisbon was where most of these workers were situated, followed by the city of Porto. (Source: Direção-Geral da Administração e do Emprego Público (2012). *Síntese Estatística do Emprego Público, 4º trimestre de 2012*. Ministério das Finanças).

⁷ Portugal was considered one of the less productive countries in the world with 11,791 GDP/inhabitant when compared to Luxembourg holding the first position with 49,218 (source: Human Development Report, 2013).

relative wages of public employees with lower educational levels. The European Commission⁸ has recently revealed that public workers in average earned more 19,7% than the private sector in 2006 and that this difference has dropped to 11,9% in 2010. However, Portugal has the fifth higher public salary premium when compared with the other EC countries, slightly higher for women at 12%, than for men at 10,9%, regardless of the public salary cuts and reductions occurred in these recent years. Nevertheless, in top management positions, salaries seem to be 30% higher in the private sector.

Additionally, there is a large premium in the areas of health and education, in which the public sector is the predominant employer, partially reflecting the strong bargaining power of public employees in these areas organized in largely well represented professional unions. In reality, public sector employees seem to have a slower career development path when compared to the private sector which surely impacts negatively on workers' motivation even though job security many times compensates it. There is also evidence that the public sector mostly pays fixed monthly salaries even in high management positions as opposed to the private sector where besides fringe benefits it is most common to find strong links between performance levels and variable pay. However, it seems that these advantages are progressively fading away due to the extreme and general public cuts in salaries and benefits. Also, as mentioned before, contrary to the private sector, the public sector does not have any tradition on the payment of variable salaries linked to results and performance.

According to Eurostat 2013, Government spending has reached in 2013, 46.3 % of EU-27 GDP and more than 47% has been allocated to health (7.3% GDP) and social protection and security (18.6% GDP), followed by general public services (6.2 %), education (5.1 %) and economic affairs (4.3 %). In 2013, Portugal had 597 329 public workers (73,8 % in central administration and 21,8% in regional and local public jobs), 1,6% less when compared with the end of the previous year⁹, very close to the 2% year reduction of public employment agreed with the Troika. In fact the severe economic and financial situation of the country required a formal request of external aid¹⁰ to the International Monetary Fund, the European

⁸ European Commission Report, 2010.

⁹ Some measures have been put to place with the objective of facilitating this reduction such as agreed terminations of the employment contracts, a department to manage situations considered as "exceeding public workers" with measures based on geographical and internal flexibility for mobility. Síntese Estatística do Emprego Público do 1º Trimestre de 2012.

¹⁰ Portugal is the third country after Ireland and Greece to request a bailout from the EU and the IMF with an average interest rate for the three years between 4.3% and 4.7%. However the country will have to sum €5.5 billion in a very severe austerity program.

Commission and the European Central Bank therefore mentioning these three institutions as the Troika.

As a result, the Government approved legislation¹¹ reforming the last renewed system of performance appraisal for public employees and managers in the midst of different employment contracts, creating new structures and forms of organising the public institutions. In sum, the reform of the Portuguese Public Administration that we will describe in the next section has targeted for a more efficient, citizen oriented administration and predominantly for the reduction of administrative costs. It started with the structural reform of Central Administration services.

In this context, additional laws were passed, related to the mobility of public employees (Law No 53/2006, of 7th December), a new performance assessment system (Law No 66-B/2007, of 28th December), a new legal employment system, new career system and new pay scales (Law No 12-A/2008, of 27th February), a new employment contract in public functions system (Law No 59/2008, of 11th September), a new disciplinary statute of public employees and contractual staff (Law No 58/2008, of 9th September), the abolishment and merger of careers (Decree-Law No 121/2008, of 11th July), as well as new procedures relating to staff recruitment and selection (Ministerial Order No 83-A/2009, of 22nd January) and recruitment and selection of top management positions (Law No 64/2011, of 22th December).

Therefore the main principles of public employment reform relate to:

- A legal employment relationship based on private law as used in the private sector;
- The legal notion of a "public servant" is reserved to positions where competences and attributions are attested by public law in general interests areas such as Criminal Investigation, Military and State Security, Public Protection and Inspection Activities and last but not least, Foreign Affairs;
- Reduction in the number of careers and salary scales;
- Implementation of meritocracy and performance assessment systems as opposed to mere seniority promotions;

¹¹ Resolution of the Council of Ministers of the 14th June 2007.

- A performance related pay system should be introduced.

In these last years, Public Administration in Portugal and its various organisations have been going through a process of reform and transformation with the emphasis on an intense change program that was held by the Portuguese Government called PRACE (Reforming Program of Public Administration) that once implemented aimed to produce more effective and productive services. Consequently, several organisations carried out restructuring processes due to severe financial problems as well as poor performances and unreliable product/service delivery to the Portuguese citizens.

1.2.3. The PRACE Program

The PRACE program¹², the major public reform in the last thirty years, was focused in responding to four main issues: organisation, management, functioning and dimension. In what concerns organisation, the principal goal was to rationalize and simplify all the structures. Concerning management, clear objectives for each service would be defined and a regular controlling and assessment system would be implemented. The functioning measures were about eliminating bureaucracy and introducing simplification in order to regain public's trust on the services provided by the State. In what refers to dimension, the purpose was to eliminate unnecessary structures and merge common services. This would be achieved based on the following principles:

- Assessment of the activities developed by central administration in order to determine which ones should be maintained, extinguished or transferred to other public or private entities;
- Transference of competences to regional and local levels, so that the decision making power is closer to the people, most specially in the health and education sectors;

¹² The Resolution of the Council of Ministers nº 124/2005, 4 August established the orientation guidelines for the Program of Restructure of Central Public Administration (Programa de Reestruturação da Administração Central do Estado – PRACE), describing the respective phases, orientation and political direction levels, technical terms and program schedule.

- Diminishing of all the public structures through externalization in order to provide for better quality services to the companies and citizens (outsourcing: IT training and development, Fleet management; Tourism events management).
- Progressive development of shared services to support activities that may be common to various Ministries (accountability, human resources, electronic acquisitions, IT management, Facilities Maintenance).

The Program¹³ was established in two crucial phases: i) the first one (August 2005-March 2006) pursued a more strategic and macro approach, and the assessment of the 518 existing public organisations. In this first phase, 246 organisations were extinct and 60 new ones were created. This resulted in a total of 331 organisations, 187 less than before; ii) the second one (April 2006-June 2007) was focused on the microstructure of the various organisations and reviewed their organic statutes in order to re-determine competences and attributions under some general and specific Governmental orientations¹⁴.

The intention was most definitely to promote innovation and creativity as better ways to deal with risk and uncertainty and to focus on the relationship between the public and private sectors transferring risk and value for money. The question of technology and how it contributes to the better delivery of public services is also very important as the e-government allowed for greater efficiency, transparency and communication.

In this stream, the Portuguese Government created some new institutions like the Mission for Innovation and Knowledge Unit (UMIC), the Public Employment Bourse, the National Plan for Growth and Employment, the Technological Plan, among others, with the goal of orienting public services towards the citizens' satisfaction while focusing on the concrete interests of their daily lives, their families and organisations. Moreover, the Government must tackle

¹³ At the time, the Portuguese Government presented the Program of Growth and Stability 2005-2009 to the European Commission, where PRACE appeared as one of the measures that would lead to budgetary consolidation and sustainability of public accounts with the potential to bring economic sustainable growth and social cohesion. In fact, the previous Government (XVII - 2005-2009) had been inspired by the English and most especially by the Swedish public administration reform model launched in 1994 (Baily and Farrell, 2005). Sweden is one of the countries with more public workers in the world - 1, 2 million in a population of 9 million. In spite of the falling economy, with consistent negative growth rates (Farrell, 2004) and a deficit of 11,5% of GDP, the Swedish have been able to change into one of the most efficient public sectors in the world (World Bank, 2013).

¹⁴ Resolution of the Council of Ministers 39/2006, 21 April. Also through the various new organic statutes of the 15 Ministries all issued on the 27th October 2006 and in April 2007.

challenges such as the absence of a profit motive, lack of competition, and civil-service rules that may limit the flexibility of the workforce. In sum, the main goal of this change process was the improvement of the client's perception of quality and efficiency in services the State provides.

1.2.4. The PREMAC Program

In this context, the programme of the current Government was presented in July 2011, based on the bailout agreement measures negotiated with the three institutions. In order to achieve its most critical goal, reducing the public administration expenditure and implementing more efficient models of organization and functioning, the Government approved, on the 20th July 2011, the PREMAC plan (Plan for the reduction and improvement of Central Public Administration) as an inheritance of the previous PRACE, created in 2006.

The PREMAC program has already reduced 40% of central administration structures and 27% of top management positions in the public sector (for instance, by merging Boards of two companies which happened in the transportation sector with Carris and Metropolitano de Lisboa), extinguished 168 institutions and created 26 new ones and pursued with the reinforcement of shared services and the optimization of IT networks, as well as the launching of a new independent body for public recruitment and evaluation of public workers.

The Memorandum signed between these three institutions and the Portuguese Government sets a very demanding social and political austerity program¹⁵. Portugal will have to compromise and achieve these exceptionally challenging results in order to regain external credit, growth and employment¹⁶. Most of these measures are structural and will entail change management transformative programs that have been expected but continuously postponed for many years.

¹⁵ This deal has reached the amount of €78 billion in three years. According to the EU and the IMF €12 billion will be allocated to national banks to higher their capital ratios. The country will be obliged to show evidence of cuts of €500 million a year and a lot of austerity measures in order to balance the budget deficit with 5.9% of GDP in 2011, 4.5% in 2012 and 3% in 2013.

¹⁶ Portuguese unemployment rate reached 17,6% in May 2013 and the youth rate 42.1% (Spain has 50.5% and Greece 50.4%), registering the third highest in the EU, behind Greece (26,8%) and Spain (26.9%). The EU's unemployment rate in the same period was 12.1%. Human Development Report, M.K., 2013.

The previous PRACE program was not able to achieve all of its main objectives – cutting public expenditure, reducing public employment, increasing efficiency and service quality. In the present context, the Government has assumed the revision of this programme in order to ensure the aspired results, mandatory now according to the explicit terms of the Troika Memorandum. Therefore the Government has agreed within these terms to:

- Limit new public employment and agree on decreasing 1% a year in central Administration and 2% a year in local and regional administration.
- Reduce 15% of top management public employment.
- Reduce public entities and institutions like Foundations and Associations.
- Promote policies of mobility, flexibility and adaptability of public human resources.
- Promote the sharing of public services mainly in the areas of Human Resources Management and Information Technology.
- Introduce legislation to ensure accountability and control in order to reduce operational and investment costs.

The reduction of public employment will continue throughout 2014 as a compromise agreed with the Troika, mainly through early retirement schemes and mobility inside the wide public sector. Salaries reductions of around 15% have already been implemented accompanied by higher taxes and less deductions.

1.2.5. Stability and Growth Programme 2011-2014

The Portuguese Government has presented the Stability and Growth Programme 2011-2014 to the European Commission with the following guidelines and principles:

- “Define a clear and credible strategy to reduce the General Government deficit and correct public debt growth by 2014;
- Prioritise the reduction and curbing of public expenditure;
- Maintain a general framework of tax stability that does not compromise competitiveness and employment;
- Guarantee the sustainability of public finances as a pillar for sustainable economic growth;
- Strengthen the budgetary framework, orientating it to a pluriannual budgeting;

- Ensure its articulation with structural reforms aiming for the modernization and competitiveness of the Portuguese economy and the decrease of external borrowing” in Growth and Stability Program 2011-2014, Minister of Finance and Public Administration, March 2011.

It is critical for Portugal that the SGP is perceived by economic agents, analysts and international institutions as an adequate and feasible strategy to achieve the proposed objectives, and should therefore indicate the necessary measures. In other words, the SGP must be credible. As mentioned in the programme its credibility depends on the:

- “Reliability and, given the uncertainty that still exists, the prudence of its underlying macroeconomic assumptions;
- Nature, magnitude and effectiveness of the proposed measures;
- Perception of the Government's ability to implement such measures, which depends on its reputation and the existing political conditions for governing” (*idem*).

Many critics have expressed being concerned with the lack of communication of the Stability and Growth Programme 2011-2014 absolutely essential for its credibility and the public's perception of an equitable distribution of the efforts required among all sorts of different stakeholders.

1.2.6. Final comments

This modernisation process is sustained on a concept of management by objectives with a concrete definition of goals in conjunction with some rigorous criteria for the assessment of competencies and performance levels necessary to achieve high standards of productivity and efficiency in public organisations. It requires important decisions by management and considerable organisational change processes as the majority of Government-initiated change reforms only set very general and wide goals for all the organizations in the public sector, leaving customization for management teams in charge (Oreg et al., 2011). In comparative studies of administrative reforms, much attention is paid to public management reform (Pollitt & Bouckaert, 2011; Pollitt, 2013).

Public management reforms are supposed to be a relative success in Anglo-Saxon countries, more pragmatic results are to be found in Scandinavian countries, and are usually considered to be a relative failure in Southern Europe.

Actually in Southern countries like Portugal, Spain, Italy and Greece the main problem is that reforms, irrespective of their form and content, never seem to have had significant effects (Lane, 2011). One of the greatest vulnerabilities of the public sector concerning the success of reforms has to do with the lack of a real meritocracy system and the continuous intervention of the political parties in the hiring and career development of many professionals (Christensen & Lægheid, 2007). This “political clientelism” carries out a sceptical perception in most of the public workers that seem to look at the proposed changes in a rather cynical way (Sotiropulos, 2006; Williamson, 2009) disbelieving the discourse of less bureaucracy, client orientation and service quality. However, we must recognize the importance that these heavy bureaucratic rigid systems still have in the operations of the central, regional and local governments in most southern European countries (Bangura & Larbi, 2006).

Administrative modernisation in terms of improving the effectiveness, efficiency and client-orientation of the provision of public services by the state, seems hardly to make sense in a country that is not privileging the providence of services to the citizens, but primarily aimed at providing jobs and favours to party-members (Chevallier, 2014). Many have considered that the extended family of Mediterranean welfare states which include Cyprus, Greece, Israel, Italy, Malta, Spain, Portugal and Turkey may have some features in common (fruitful avenues for another theme), such as religion, family and the role of clientelism, very determinant in the structuring and functioning of welfare state institutions. As mentioned, in terms of client service and orientation, the politicization of the organizational system brings added difficulties towards the implementation of administrative reforms and the perception of them as beneficial to the people (Hood & Dixon, 2012; Dunleavy & Carrerra, 2013).

The influence of the administrative tradition in the conception and management of public reforms in Portugal, the existence of recurrent problems of public expenditure and the tendency to increase public employment bring to the attention that the problem has not been the lack of great reforms in the public sector¹⁷. As such, this might suggest that we need a different approach, more assertive and ethically grounded, of serving the public and pursuing a mission for the sake of all. This should be the most powerful additional motivational trigger to give purpose to a life of public work, and for many public workers, fortunately, it still is.

¹⁷ In fact, a new Commission was nominated with the purpose of reflecting and debating politics and measures considered appropriate for the efficiency and rationalization towards a State Reform, concluding its work with the publishing of a report with such conclusions (Resolução da Assembleia da República nº 4-A/2013 de 21.01).

Considering that these reforms will most probably proceed under these severe financial constraints, change will be continuously imposed from the outside to several of these public institutions. So we propose a look inside these organizations that present high levels of stress due to uncertainty and non-involvement in this transformational process. Based on an alternative ethical organizational framing, we would like to study if a cooperative atmosphere functions as a buffering shield and mitigates the risks of having changes that result in no positive perception, neither for the organization, nor for their employees.

1.3. PURPOSE OF THE STUDY

The sections above have highlighted the implementation of major change programs in public organizations in response to the need to increase efficiency (namely by reducing costs) and at the same time, increasing the quality of services to citizens.

When large scale change processes are launched, an inevitable consequence is the increased level of uncertainty. This uncertainty is reflected in role ambiguity and overload, new work relationships, deterioration of working conditions, frustration of career advancement expectations, which will as a consequence lead to the experience of stronger perceptions of work stress by employees (Cunha & Cooper, 2002). Additionally, this public organizational context frequently implies that the top management's mandate is short and indicated by the political power, so besides a short-term vision and frequently lack of managerial experience, the high turnover rate rarely allows for a strong organizational culture or leadership model to be embedded.

We have referred to the possibility of the present reality of reforms in the public sector requiring innovative approaches and combined measures instead of the insistence on a continuous public reform model that has proven most of the times to be inefficient, mostly vulnerable in its execution (Verhoest et al., 2012, p. 414 and 430). '[E]mpirical evidence of such effects [i.e. performance improvement resultant of public change programs] is still inconclusive' (*ibid.*, p430).

From the individual point of view, change is not peaceful and easily implemented as organizational leaders and researchers are well aware of. From the organizational perspective, these changes are expected to affect the organizational goals, strategy,

structure, governance, management priorities and human resources policies and procedures. All these changes should fit together and adjust into a cultural change. This cultural change implies modifications in the worker's behaviours and attitudes and resistance to change is likely to appear. Therefore, organizational stress comes as a natural consequence of organizational change even when the change process is well managed and communicated. Nevertheless, the efficacy of this management, involvement, planning and communication process is determinant for the success of the change program and one of the reasons for that resides precisely in the implications on organizational stress.

The imminence of change creates uncertainty and this feeling is uncomfortable and anxiety provoking, very frequently leading to rumours that tend to focus on negative and sometimes inaccurate information, therefore increasing the levels of stress. In fact, accurate communication will reduce uncertainty and increase predictability which is essential for employees to focus on creating value and lowering their resistance to change. Tidd & Bessant (2011) point out that resistance may depend on an implicit cost-benefit analysis evaluating the degree to which organizational change will breach the psychological contract. Additionally, many workers might feel a cognitive dissonance with results that will undermine their present *status quo* since the change is demanding a new set of attitudes and behaviours due to a new organizational cultural order.

As Baumeister et al., 2001, pointed out people react more strongly to bad events which produce more emotion and have long lasting effects (Baumeister et al., 2001). This is a normal reaction that is likely to produce positive outcomes of adaptation to negative and threatening events (Cameron, 2008). On the other hand, both positive and negative elements should be present in order to pave the way towards positive change (Cameron et al., 2004). These positive elements may enhance creativity, resilience and attenuate stress (Cameron, 2008). When *“positive conditions exist – such as positive climate, positive relationships, positive communication, positive meaning, and positive energy (K. S. Cameron, 2008) - heliotropic tendencies are able to mitigate negative tendencies and produce positive change. Whereas negative conditions can stimulate positive change, in the absence of the positive they tend toward rigidity and recalcitrance” (Cameron, 2008, p.22).*

In this study, the negative side of major organizational change – stress – is analysed together with the positive elements of organizational virtuousness and positive culture to assess their impact on perceived organizational performance. Some individual variables, both positive and negative are also included in the analysis to assess their joint positive influence on these perceived outcomes. Internal locus of control and high self-esteem are positive characteristics that are expected to influence the perceptions of performance as well

as workaholism that, notwithstanding being a negative individual characteristic, is also expected to positively influence the outcomes, for its adaptive feature.

The goals of this research call for the joint consideration of different theoretical frameworks: organizational change, work stress and positive psychology. Fig. 1 below depicts the research model that will be analysed in this dissertation. This study is organized as follows: In Chapter 2 we review the literature on organizational change, stress, organizational virtuousness and positive culture, and individual buffering strategies. In Chapter 3 the research methodology will be presented as well as the description of the measures and statistical analysis and results. In Chapter 4 the main findings will be discussed as well as the limitations of the study and implications for theory and practise.

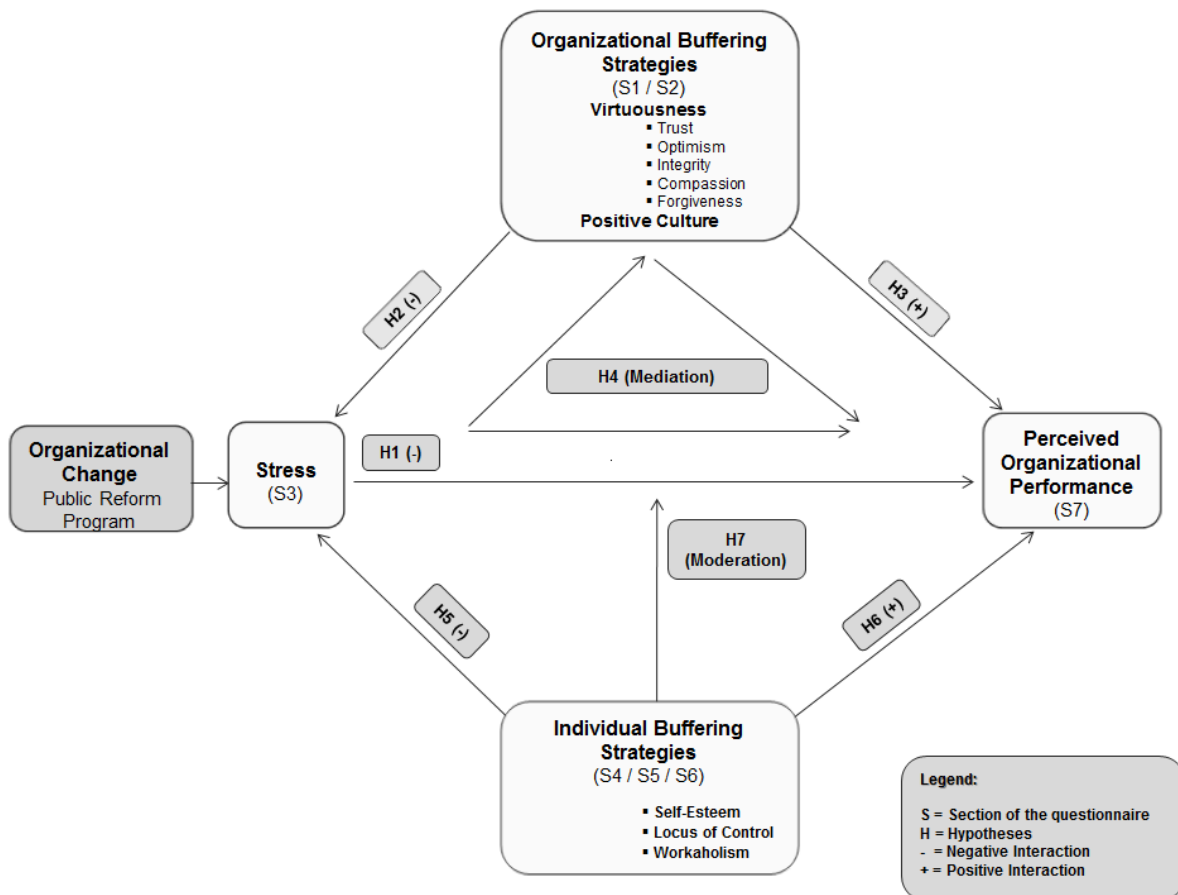


Figure 1 – Research Model – Relationship of stress, organizational virtuousness, positive culture and individual buffering variables with perceived organizational performance.

In the following chapter we will be describing the variables presented in this framing and the importance of their interrelation considering the scope of our project.

'It is not the strongest of species that survive, nor the most intelligent, but the most responsive to change'

Charles Darwin

CHAPTER 2 – LITERATURE REVIEW AND VARIABLES DESCRIPTION

In the previous section, we have revealed the general and specific context of public sector reforms and stressed that although these changes are externally imposed the focus of this study will be in the internal environment experienced in the organizations undergoing this transformative experience, mainly in the human resources management themes. In fact, human resources management is considered to be an effective key player in assuring the sustainability of an organization's competitive advantage. Nowadays, a coherent strategy, well-designed and lean processes and the support of modern integrated technology systems is not enough for achieving high quality outcomes. As Argyris points out: (in Schein, 2006, p. 269) *"People at all levels of the organization must combine the mastery of some highly specialized technical expertise with the ability to work effectively in teams, form productive relationships with clients and customers, and critically reflect on, and then change their own organizational practices"*. Organizations, either public or private, need people that are motivated and involved, so that they can accept, master and cope with change management because nowadays it is perceived as a mandatory requirement for the achievement of positive results. However, this desired profile is not always abundant in the public or private sector.

Governmental public reforms are expected to create changes that will have to be managed through human resources policies and practices, most specifically in the definition and prioritization of organizational goals, organizational strategy, organizational structures, governance structure, management composition and human resources internal rules and guidelines. Yukl reinforces that there are three general focuses of change efforts: strategic change, structural change and culture change. Strategic change, focus on goals and mission. Structural change involves changing roles and processes while a cultural change deals with behaviors and culture (Yukl, 2006) – the Portuguese public reform programs involve these three different perspectives because of the wide, broad and ambitious scope of these political change programs. Some authors have defended that the key to identify change as a process of new knowledge creation is precisely the link between culture and

strategic change (Balogun et al., 2003). These changes, however, are not peaceful and easily implemented. Organizational leaders are well aware of the difficulties they have to implement change, in their daily work, because people, most of the times, refuse, passively or actively, to behave differently, generating resistance to change. For this reason, change processes such as these must be carefully planned and managed in order to be successful. Therefore, in the next section we will review the literature and describe the most important approaches to organizational change.

2.1. ORGANIZATIONAL CHANGE THEORETICAL MODELS AND POSITIVE PSYCHOLOGY FRAMING

Organizational change is inevitable either in the public or private sector because services and products must be close and aligned with people's needs and desires, so "*alterations of existing work routines and strategies that affect a whole organization*" (Shin, 2012) are becoming progressively, in this rapid-pace environment, more common among organizational life. In fact, the turbulence of the markets and the highly competitive business atmosphere, as well as reduced sources of funding and correlated cost-efficiency policies are commonly identified as accelerators of change dynamics (Kogetsidis, 2012). For this reason, "*change is one of the features of organizational life that employees increasingly experience*" (Conway & Monks, 2008) and besides frequent (Herscovitch & Meyer, 2002; Shin et al., 2012; Nordin, 2012; Ning & Jing, 2012; Kogetsidis, 2012) it is many times complex, unanticipated and non-negotiable, namely in governmental public reforms (Boga & Ensari, 2009). In fact, in the context of Governmental public reforms we are mostly looking into the effects of a planned, incremental, dynamic and top-down change phenomenon, as opposed to emergent, revolutionary, static and bottom-up change dynamics.

Furthermore, for organizations to remain closer to the citizens and the customers and present their services and products in a sustainable way they must have the learning agility of managing change and learning how to adapt to changes in a most effective way (Halkos & Bousinakis, 2012). Therefore, people's acceptance of change and the successful management of the inevitable resistance to change can surely be considered a very crucial competitive advantage (Coetsee, 1999), so the planning and monitoring of the change program is critical.

2.1.1. Organizational Change Theoretical Models

Traditional organizational change theory has focused on the gaps and the consequent necessary bridges to link the present organizational state of art with the desirable one, most notably in Kurt Lewin's unfreeze-move-freeze, the mother of all change models (Lewin, 1947; Lewin & Gold, 1999) resultant from other significant contributions on action research, field force theory and group dynamics (Lewin, 1951; Weatherbee et al., 2005). Other authors have followed Lewin's work attempting to improve it, like Bullock and Batten, 1985 with a four-phase model and Cummings and Huse, 1989 with an eight-step model. However, most organizations still adopt the Lewin's three-phase model of planned change or the Organizational Development (OD) approach to manage change processes which is essentially a planned approach to change using 'behavioral science knowledge' (Beckhard, 1969).

Lewin's model emphasizes the need to diagnose the critical steps of a change program in order to reach its goals successfully. The three general steps identified by Lewis are generally referred as *unfreezing, changing and refreezing*. Unfreezing refers to the acknowledgement phase of recognizing the need for change, essential to create support and involvement and minimize resistance. Changing means implementing the action plan to move towards the objectives. Refreezing occurs with the stabilization and once new attitudes and behaviours seem to be internalized. The simplicity of this model is an advantage since it is easy to understand and communicate. However under the rapid-pace of ongoing changes in today's organizations it lacks some flexibility, adaptability and this feature of perpetual transition.

The OD approach aims at improving the organizations problem solving and renewal processes, in particular through a collaborative management of organizational culture. The methodology normally implies the selection of work teams and the facilitation of a change agent with the use of applied behavioural science tools and techniques, including action research (action learning and action science). Normally these OD interventions start with a diagnosis to legitimate the need to change, proceed with the selection of the intervention and training tools, the sponsorship and support of the top management, the design and deployment of the change plan, techniques of overcoming resistance and finally the evaluation of the change process. This approach has been criticized for being too normative

and seeking a 'one best way' of implementing and managing change, as well as not considering the effectiveness of revolutionary change achieved by coercive top-down strategies (Dawson, 1994, p.16). Many other authors offered a *one best way* approach, for instance, Kanter (Kanter et al., 1992) offered her ten commandments for successful change, Pugh (1993) had his four principles of change and Kotter (1996) put forward his eight-step model to guide organizations throughout change processes based on a linear model that assumes predictability and manageability of change and can be applied for all top-down change processes.

Kotter emphasizes on a deficit-based change theory with a holistic approach required to implement change in an effective way based on the following steps: 1- Establishing a sense of urgency; 2- Creating the guiding coalition; 3- Developing a Change vision; 4- Communicating the vision for buy-in; 5- Empowering broad based action; 6- Generating Short-Term wins; 7- Never Letting up and 8 – Incorporating changes in the culture (Kotter, 1998). Others like Bridges (2003) emphasize the importance of addressing people's needs during the change process. People need to know why there is a need to change, how to deal with letting go of the old system, how to live with ambiguity and complexity during the transition period and how to become engaged with the new system (Bridges, 2003). Clawson had a similar approach when addressing the transition of people during organizational change and explained their needs as: *"Four Ps" of change: purpose (derived presumably from pain), picture, plan, and part. If people don't see a purpose for the change, if they don't see where they're trying to go, if they don't see a plan for how to get there, and if they don't see a part that they can play in the plan, they're not likely to participate in the change effort— and it will "flounder and/or founder"* (Clawson, 2007, pg. 324).

Proponents of the emergent approach (Bamford and Forrester, 2003) criticized the episodic linear movement of change from one state to another, given the uncertainty and turbulence in the environment (Wilson, 1992; Garvin, 1994). Dawson (1994) also pointed to the limitation of the one-dimensional change interventions and the need to link it to its complex business environment, therefore encountering a different perspective. The contextualist/processual approach embraced by Dawson (1994) seek to lead the change process within an historic and contextual framework, based on horizontal and temporal interconnections between the past, the present and the future expectations and needs. The contextualist approach places a strong emphasis in the temporal and interconnected nature of change, focusing on longitudinal qualitative data and the influence of subjective attitudes and perceptions on the history and outcomes of change.

Anyhow, from the 1950s to the 1970s, organization development (OD) tended to be seen as the best way to manage change (French & Bell, 1973; Cummings & Huse, 1989). In the 1980s and 1990s, the contextualist/processual approach came to dominate the field (Dawson, 1994; Orlikowski, 1996; Weick, 2000). This new emergent perspective brought 'dynamic models of change' that reflected non-linear movements in organizational change, closer to the dynamic fields of complexity (Burke & Trahan, 2000; Pettigrew et al., 2001; Nelson, 2003). Change was seen as an alternative response to the environment and internal conditions that distanced itself from a normative plan in order to gain flexibility, adjustment and improved results. Some of the most important contributions were from Mintzberg and Westley's (1992) assumption of change as a moving cycles system (Mintzberg & Wesley, 1992), and Peter Senge's (1990) views based on complex dynamic systems focused on learning resultant in the well-known 'learning organization' (Senge, 1990).

Nevertheless, in recent years there has been a growing recognition that one or even two approaches to change cannot cover the vast variety of change situations (Pettigrew, 2000; Burnes, 2009) appealing to a contingency model that indicates how to vary strategies as the situation of change might require to achieve an optimal fit with the changing environment (Dunphy & Stace, 1993, Burnes & Jackson, 2011).

Most of these models present the change process as a linear progression through successive phases; however, in reality we seem to be obliged to acknowledge that the process rarely unfolds in a simple linear version (Van de Ven, 1993; Amis *et al.*, 2004; Fernandez, 2006). All these approaches have in common a concern voiced by managers in charge of change processes: how to motivate organizational members to adhere and commit to different behavioural patterns and reduce resistance to change. We will therefore address this topic in the following section.

2.1.2. Organizational change high failure rate and the resistance to change

The criterion for evaluating a successful change program is normally based in two dimensions: the organizational performance (productivity, efficacy, efficiency, profit or quality) or human development (increased knowledge, emotional interpersonal skills, learning agility, lateral thinking, work life balance). In this stream, organizational change is perceived as "*an empirical observation of difference in form, quality or long term state of organizational entity,*

coming out of the deliberate introduction of new styles of thinking, acting or operating, looking for the adaptation to the environment or for a performance improvement" (Del Val et al., 2012, p. 2). In reality, however, more than two thirds, about 70% of change initiatives fail (Choi, 2011; Shin et al., 2012) as *"change failure is the norm rather than the exception, with change outcomes often failing to meet anticipated objectives"* (Kogetsidis, 2012, p. 3). This leaves organizations with an unsolved paradox – they have to change but know that change will probably fail (Burnes & Jackson, 2011).

The causes for this high failure rate are often considered to be in the implementation and the underestimation of the crucial role individuals play in the change process rather than in the change model (Choi, 2011). Some authors point to shortcomings in either the planning or execution of the change process (Burnes & Weekes, 1989; Dent & Goldberg, 1999; Huczynski & Buchanan, 2001; Hoag et al., 2002). Others identify a lack of competence or commitment in those facilitating or managing the change process (Boddy & Buchanan, 1992; Kotter, 1996; Kirkman & Shapiro, 1997; Caldwell, 2006). In sum, many factors may concur for this unfortunate result but employee's resistance is considered to be the principal cause for organizational change failure (McKay, 2013).

In reality, these change process involve uncertainty and anxiety (Nordin, 2012) and unless workers are convinced of its good reasons they will tend to *"affect the change process, delaying or slowing down its beginning, obstructing or hindering its implementation, and increasing its costs"* based on a *"reactive process where agents embedded in power relations actively oppose initiatives by other agents"* (Del Val et al., 2003, p.1). Considering this central role played by the employees in any change management program it is crucial to manage their reactions avoiding resistance behaviours that are capable of eliminating any advantage intended by the change program (Boga & Ensari, 2009; Choi, 2011; Shin et al., 2012) since *"no change can occur without willing and committed followers"* (Ning & Jing, 2012, p. 2) meaning *"employees' support is one of the most important factors for change initiatives"* (Herscovitch & Meyer, 2002, p.1).

In order to do so, commitment to change described as *"the mindset that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative"* (Herscovitch & Meyer, 2002, p. 2) or *"the glue that provides the vital bond between people and change goals"* (idem) is crucial – considering any of its three dimensions: affective commitment to change as the desire to support change because the individual

believes in its benefits; continuance commitment to change as a recognition of the costs of not being supportive to change and normative commitment to change as an obligation to respect the norms and act accordingly to support change. As a conclusion, the management of resistance and the stimulation of commitment are critical in change processes as *“any management’s ability to achieve maximum benefits from change depends in part on how effectively they create and maintain a climate that minimizes resistant behaviour and encourages acceptance and support”* (Coetsee, 1999, p. 15).

However, all of these justifications are presuming that implicitly or explicitly there is a ‘one best way’ to manage change and that failure arises from not encountering or totally adhering to the right format (Burnes, 2009). Moving to a contingent approach we can put the emphasis in the congruence between the organization, the type of change (planned, strategic, emergent or improvised), and the approach to change (life-cycle, teleological, dialectical and evolutionary), meaning that the better the fit, the closer is the transformation of the strategy into performance (Cunha et al., 2006; Burnes, 2009). So, other explanation might be considered for these unsuccessful results of organizations undergoing change interventions, such as lack of ethical alignment (Burnes & Jackson, 2011) between the value system of the change intervention and of those members of an organization in three factors: those involved in the change intervention, the objective of the intervention and the approach to change (i.e. the values underpinning the content of the change and the process by which it is managed).

Most people have an ethical awareness that would allow them to perceive heedless self-interest as bad morals, but may be not so clearly as bad economics (Burnes et al., 2011). These recent years, after the 2008 global financial collapse, have been emphatic to prove that long run economic morality pays off and is a strategy worth to be taken seriously. The line of argument that change models need an ethical foundation is far from new as it can be found in the leadership work of Barnard (1938) far in the 1930s and in the work of Lewin (Burnes, 2004; 2009) on change in the 1940s. As Joseph Stiglitz (2010), the Nobel Prize-winning economist has highlighted: *“(...) the short-term performance incentives of mortgage salesmen, of the investors and purveyors of complex and ill-understood financial instruments and of the corporate leaders who were supposed to supervise them were not aligned with the long-run interests of the institutions for which they work. To put it succinctly, the long-term, sustainable interests of the many are sacrificed to the short term greed and arrogance of the few.”* (By et al., 2012, p.3). To overcome these vulnerabilities, we need to find alternative models of change that will pursue an ethical dimension of change as a means of ensuring

that leaders and their followers act in the *“interests of the many rather than the few”* (By et al., 2012, p.3). This is even more impressive in the context of public organizations as their existing purpose incorporates this public mission statement of working on behalf of the whole community - and for many public workers, this is still the motivational extra trigger that gives them an elevated meaning for working in the public sector. Liu et al., 2014 focused on this particular type of motivation as the public service motivation based on a calling and a commitment to the public interest that can be an important resource to overcome stress.

This search for an ethical framework for change, contingent, while adaptive and flexible to different organizational characteristics and situations, innovative in its approach to public organizations under reform programs, led us to the lens of positive psychology towards a theory of positive organizational change.

2.1.3. Positive Psychology Frame and Focus

As referred, an alternative focus has emerged through positive psychology (Seligman & Csikszentmihalyi, 2000), a field of positive organizational scholarship (Cameron, Dutton, & Quinn, 2003; Cameron et al., 2004; Roberts, 2006) and positive organizational behavior studies (Luthans, 2002a, 2002b; Wright, 2003; Nelson & Cooper, 2007) that offers different insights into effective organizational change models. The field of positive psychology is originally rooted in medicine and gradually extended to mental health, sports performance and community work based on a social construction concept that connects positive images to positive actions (Cooperider & Srivastva, 1987). The ability to design and implement better forms of organization focusing on what we want more and not less, can mobilize, in a very democratic mode, through ideas, images and interactions, a powerful way of changing organizations by amplifying positive qualities and capabilities empowering the collective will.

In particular, instead of concentrating interventions on gaps, deficits, errors and problems, the focus is on opportunity rather than threat, on what contributes to the best of organizational life and whether employees' psychological and contextual resources, such as some of the variables we have chosen in this study (Luthans & Youssef, 2004; Luthans et al., 2006; Luthans et al., 2007) may facilitate organizational change. The emphasis is therefore set on employees' psychological resources (PsyCap), attitudes, behaviors, and performance that may lead to more effective and positive organizational change outcomes both on the

individual and organizational levels. Therefore, positive emotions (Staw, Sutton, & Pelled, 1994; Fredrickson, 1998b; Lord, Klimoski, & Kanfer, 2002) and psychological features will result in higher levels of engagement attitudes and organizational citizenship behaviors that will facilitate positive change.

The purpose of this study is to look at the effects of some organisational variables – organizational virtuousness: trust, optimism, integrity, compassion, forgiveness and positive culture - and individual variables – self-esteem, locus of control and workaholism - in an organisational change context, assuming they will have a buffering effect towards stress and therefore be helpful in ensuring a positive perception of the organization’s performance. We have chosen these variables of organizational virtuousness because our understanding is that they are eligible as effective tools for the development of strategies towards the mitigation of stress under an organizational change specific context (Cameron, 2002); Park & Peterson, 2003; Bright et al., 2006a); Lopez, 2009; Peterson, 2013). These variables were selected from previous instruments and from reviews of the literature on universal virtues¹⁸ and human characteristics for coping with stress (Sandage & Hill, 2001; Peterson & Seligman, 2003; Ribeiro, 2013). They were not intended to be a comprehensive list of virtuous behaviours, but seem to be a very reasonable representation of concepts generally considered as virtuous.

Paradoxically, positive organizational change is based on both negative and positive elements and the outcome of their integrated effect is necessary for positive change to occur. So focus should not only be on reducing negative events, but also on increasing positive events (Bono et al., 2013). As we will develop in the next section, stress is generally considered to be a negative consequence of change processes and because people tend to react more strongly to negative emotions than positive ones, these have to be given extra emphasis, otherwise they will be overshadowed by the negative events and consequently disregarded (Cameron, 2008). As Cameron emphasizes: “*Cognitively, emotionally, behaviorally, physiologically, and socially, human systems tend to prefer exposure to the positive, so they develop a natural tendency toward positive change* (Cameron, 2008, p. 13) but “*bad events produce more emotion, have bigger effects on adjustment measures, and*

¹⁸ Romans were great admirers of what they called personal virtues – character strengths – like *gravitas* (centrality and present), *veritas* (honesty) and the so-called “municipal virtues” in the sense of political and societal order and organization. Additionally the vision articulated by Confucius (Zhu, 1992) – was based on the concept of a good society and some critical relationships such as ruler and subjects, parents and children, husband and wife, older and younger siblings, teacher and student, and friend with friend.

have long lasting impacts; it is highly adaptive to human beings to respond more strongly to bad than good" (Baumeister et al., 2001, p.328). For this reason, we have presented a research model framework that pretends to highlight the positive features of virtuousness in organizational life and simultaneously respond to the negative stress, buffering it to lower levels through the emphasis on organizational and individual characteristics that have been considered influential either on stress levels or performance outcomes or both. As Cameron, 2008 puts it: "spectacular success has been documented when the positive dominates the negative" (Cameron, 2008, p. 17) as "*a focus on and affirmation of positive personal values attenuates psychological stress, cortisol levels, cardiovascular illness, depression, and defensiveness and enhances performance*" (Creswell et al., 2005 in Cameron, 2008, p.17). As Nasim & Sushil, 2011 have put it: '*Managing change is invariably managing paradoxes*' as it provides opportunity for greater understanding or sense-making in dynamic settings characterized by inconsistencies, contradictions and polarities (Nasim & Sushil, 2011, p. 186). So standing from this challenging paradoxical frame, in the next session, we will look into the effects of stress in the workplace, possible responses towards it and buffering strategies to address its negative outcomes.

2.2. WORK STRESS, RESPONSES TO STRESS AND BUFFERING STRATEGIES TOWARDS STRESS

2.2.1. Work stress

Stress comes from the Latin word "stringo", "stringere" that means compress, restrict, repress and its meaning reveals a particular relationship between the individual and the context assessed by the individual's perception as exceeding his resources, therefore endangering his well-being. In this transactional sense, each person has its own level of stress depending upon the situations and the capability to use resources to deal with the challenges presented or perceived in a specific context or situation perspective (Lazarus & Folkman, 1984). Therefore, stress is mostly perceived as a negative influence causing physical, behavioural, cognitive, emotional and psychological health problems (distress). Distress or bad stress is considered prejudicial to the individual resulting in burn out and non-productive behaviour (Fevre et al., 2003; Byron, 2010). Conversely, eustress or good stress is considered an enabler for an adaptive and dynamic response that contributes to the

individual's fulfilment. In fact, as a positive influence, stress might cause awareness and an exciting new perspective (Ugoji & Isele, 2009).

There are a number of different models of stress considering various possible perspectives, the response-based or medico-physiological approach (stress is considered as a response or a pattern when exposed to a certain demand or trigger), the stimulus-based or engineering approach (environment has characteristics considered disturbing and disruptive; each individual has a different breaking point but if exceeded damage might be permanent), and the psychological-based approach (emphasizes on perceptual and cognitive appraisal of stress in order to find better coping strategies) exemplified by transactional (Cox & McKay, 1981) and cybernetic theories of stress (Cummings & Cooper, 1979).

Work stress seems to occur when someone faces different demands, challenges or opportunities which require different levels of effort or performance in order to fulfil the desired or expected outcomes in the workplace. The distress is mostly caused by the person's perception of the demand rather than the demand itself based on the self-perceived abilities and self-confidence. It has two major dimensions: physiological: physical pain, eating and sleeping disorders (Critchley et al., 2004) and psychological: emotional reactions of anger, anxiety and depression (Millward, 2005). If employees cannot control such stress this may negatively affect their work attitudes, behaviour and performance (satisfaction, commitment, productivity, quality and health) in the workplace (Newell, 2002; Seaward, 2005). On the contrary, when workers' skills, abilities and attitudes match their work demands and pressures in the organization, this eustress can actually increase their ability to maintain stress within healthy levels (Wetzel et al., 2006; Levine & Scotch, 2013).

Several physical and psychological work characteristics have been proven to be sources of work stress. It is true that human beings have never experienced before the amount of change and choice we encounter these days in organizations, facing such turbulent times, bound to increase in the future. Nowadays, we must consider technological modifications, globalization and increased travelling, toxic work environments, managerial bullying, financial crisis, quality decrease in working conditions so all these factors largely contribute to workplace stress (Avey, 2009). In fact, organizational constraints, work overload and interpersonal conflict are considered to be relatively universal stressors (Mazzola, 2011). As a result, work stress is defined as a negatively perceive quality that results from inadequate coping with sources of stress, and which has negative mental and physical health consequences (Cooper et al., 1985; Bono et al., 2013). This definition assumes that work

stress is qualitatively negative and personal to the individual, since the same stimuli may be differently perceived by different individuals and it can be present in any type of job, function or hierarchical level (Balassiano et al., 2011).

2.2.2. Work Stress as a result of organizational change

There are strong indicators that work stress is particularly severe in public organizations that have experienced Governmental reform programs (Cunha & Cooper, 2002; Noblet, 2008). The managerialist approach to public sector management with emphasis on performance appraisal, goal achievement, externality of some internal services, cost-effectiveness programs and external accountability has been adopting practises that were traditionally dominant in the private sector. As Diffenbach, 2009 and Liu et al., 2014 emphasize, quite often the introduction of managerialist change processes in public administration lead to high levels of stress because it generates additional workload associated with decreased levels of public service and deteriorating working conditions “*in a word, NPM (New Public Management) seems to be less about empowerment and more about the infantilization of employees*” (Diffenbach, 2009, p.904).

In particular, in the case of organizations undergoing severe reform programmes with conditions that have shown to be associated with perceptions of stress: role ambiguity, role overload and role under load (Liu et al., 2014). There is therefore the probability that individuals will experience stronger perceptions of work stressors, stemming mainly from the uncertainty experienced in the restructuring of organizations (Kompier & Cooper, 1999; Mazzola et al., 2011).

These sources of stress come in addition to other characteristics of public organizations such as higher levels of politics, multiple accountabilities and red tape. Public organizations have higher levels of organizational politics, reflect lack of agreement among the stakeholders relative to organizational goals as public servants are accountable to many stakeholders (e.g. citizens, supervisors, politicians) and have a large number of rules and procedures (i.e. red tape) that constrain the activities of public servants (Liu et al., 2014).

Public Reforms generally involve modifications to the core systems of the organization, this is, to the strategy, structures, values and working policies, so individual's perception is mostly of a transformational change, not an incremental one (Rafferty & Griffin, 2006), therefore the appraisal is often negative (Scheck & Kinicki, 2000), while expecting present or future harmful losses and pernicious outcomes. However, as Liu et al., 2014 puts it: *"Empirical research on work stress in the public sector has not attracted sufficient attention and scholars have called for more studies that link work stress to major public management practices and constructs.* (Liu et al., 2014, p.2).

So changes indicate unstable situations and emphasize feelings of vulnerability and dependency among uncontrollable factors. This awareness is crucial for survival while mitigating risks and enforcing positive outcomes. In fact, the importance of change is evident as it allows for continuous learning by pushing individuals out of their comfort zone where they are normally trapped in endless repetitions of similar responses and activities. For this reason, change has been perceived as having positive consequences (Bouckenooghe, 2010) such as readiness for change (Holt et al., 2007), commitment to change (Chen & Wang, 2007) and the positive aspects of resistance to change (Ford et al., 2008) as well as negative consequences such as increased levels of work stress (Korunka et al., 2007; Van der Smissen et al., 2013).

In these situations, employees tend to express their concerns, resultant from the uncertainty, and loss of control and anxiety of the context (Amiot et al., 2006) through negative rumors normally predicting loss of jobs or status or worse working conditions. These rumors have also shown to have a positive correlation with increased levels of stress (Michelson et al., 2010; Bordia et al., 2011).

Conversely, significant emotions could be triggered by a change that has actually taken place or by an imagined change (Byron, 2010). Therefore certainty of negative outcomes sometimes increases negative emotions. These negative emotions will normally bring states of detached, riskless and non-passionate work, precisely the contrary of the engagement the organization would demand for the conception and implementation of a change program. In sum, any organisation going through a transformation process implies behavioural changes on the individual level likely to be accompanied by resistance and work stress as a result of heightened perceptions of uncertainty, ambiguity and changes in the power relations within

the organisation (Cartwright & Cooper, 1997, Cunha, 1997, Cunha, 2007, Noblet, 2008, Mazzola, 2011).

2.2.3. Responses to Stress

As referred, every human experience or change phenomena represents a challenge and a potential stressor to the human system, so individual differences will determine if it is interpreted as eustress (positive and challenging) or distress (negative and threatening). The organizational restructuring may be perceived as exciting or threatening to individual's goals and as such cause high levels of facilitative arousal and enthusiasm or debilitating anxiety (Walinga, 2008). This process requires an internal assessment or cognitive appraisal so that the individual can determine if he/she has the necessary or adequate resources to respond effectively. This assessment will be followed by coping mechanisms translated in different types of responses such as problem solving coping (decrease stress by reducing the level of stressors), emotion-focused coping (reducing stress by bonding and reconfiguring therefore maintaining the stressors) and avoidance coping (withdrawal and detachment from stressful situation) also referred to as active, passive or avoidance responses (Kammeyer-Mueller, 2009).

A number of studies examined individuals' coping styles in the context of organizational change (e.g., Cartwright & Cooper, 1997; Fugate et al., 2008). In one study, change recipients who adopted a problem-focused coping style reported greater readiness for the organizational change, increased participation in the change process, and an overall greater contribution to it (Cunningham et al., 2002). In another study, use of maladaptive defense mechanisms, such as denial, dissociation, and isolation yielded greater behavioral resistance to an organizational change in comparison with the use of adaptive mechanisms, such as humor and anticipation (Bovey & Hede, 2001). So the emphasis is that different individuals may adopt different coping strategies, which may or may not be effective and, therefore, the consequences of work stressors on the individual may sometimes be felt after a long period of time (Oreg et al., 2011). We could argue that in the long term as corporate culture becomes more clarified, uncertainty would have a tendency to reduce. However, nowadays, due to such high rates of unemployment, organizational restructuring and labour mobility, uncertainty will most probably continue to rise increasing emotional intensity.

This emotional state varies based on the perception of its impact and the background circumstances of the agent involved, therefore causing both negative and positive emotions with different levels of intensity (Ben-Ze'ev, 2000). In conclusion, emotions may be viewed not merely as an expression of our profound vulnerability, but also as a way to deal and cope with either expected or unexpected changes. The normal positive correlation between uncertainty and emotional intensity is confirmed suggesting we ought to find strategies that are more effective to cope with stress and uncertainty under these organizational change settings (Bright, 2006b); Avey et al., 2008; Chrisopoulos, 2010).

2.2.4. Buffering stress managerial implications

Stress is a common reaction to change. The important question seems to be how to manage it positively and what sort of factors could have buffering effects in these transitional situations. Additionally, by studying these factors, it might be helpful for managers and employees to be aware that they can use strategies that will facilitate the acceptance of these changes and increase the perception of positive performance outcomes (Fugate, 2008). Eliminating workplace stress is not realistic and not even desirable but managing its pernicious effects seems to be a continuous critical goal for effective human resources management policies and best practises. Theory and several empirical studies have suggested that positive beliefs about self, world, and the future could function as stress buffers and may be central to the prevention of despair and depression (Higgins, 2010) facilitating organizational change (Avey et al., 2009).

Extensive research suggests that negative psychological or emotional states, resultant from high work stress, can reduce job satisfaction, organizational commitment and increase the likelihood of turnover (Sohi, 1996; Dormann & Zapf, 2002; Seaward *et al.*, 2005; Ingram *et al.*, 2007; Priya *et al.*, 2007; Guleryuz *et al.*, 2008). However, on a different perspective, although change is stressful, it might be positive, Wallace refers to challenge stressors such as "*high workload, time pressures, and high levels of responsibility*" (Wallace et al., 2009, p. 255) and hindrance stressors, such as "*organizational politics, red tape, role ambiguity and conflicts, time pressure, as well as too much emphasis on evaluation through comparisons and close monitoring*" (idem) proposing the promotion of the first ones and the removal of the second ones to lead organizations to better performance results.

From a managerial point of view, individual's perception of organizational changes and consequently their job satisfaction and turnover intentions might be dependent on the frequency of change, the planning involved in it and the change's impact, which suggests that supportive leadership has a strong role and responsibility in lowering levels of stress through stronger planning and communication (Rafferty, 2006). Communication and proper information by the management are also very important to address rumours and therefore adopt open and participatory collaborative practises (Armenakis & Harris, 2002) that can increase creative performance in organizations (Byron, 2010).

Stress in the workplace has been predominantly researched from the perspective of the individual, the purpose being to reduce its effects. However, nowadays there is an increasing interest for stress to be investigated from an organizational perspective, so that it can be dealt also at the environmental level (Kompier et al., 2000; Wallace et al., 2009). In fact, organizational strategies to date have been concentrated on employers providing access to specific services, with an intention to assist employees during stressful periods. These services have included counselling, health checks and stress management training.

Stress Management Training refers to both prevention and management of stress and shows many variations, not really following a systematic approach, consequently sometimes criticized for revealing some inconsistencies (Murphy, 1996; Kammeyer-Mueller, 2009). Nevertheless, here are some illustrative examples: At an organizational level, programs such as: Selection and placement; Training and education; Physical and environmental layouts; Communication; Job redesign/restructuring. On an individual/organizational level: Co-worker support groups; Person environment fit; Role issues; Participation and autonomy. Finally, on an individual level: Relaxation; Meditation; Biofeedback; Cognitive-behavioural therapy; Exercise; Time management and Employee assistance programs. These should be considered as a complement to organizational procedures for reducing or preventing environmental stressors in order to maintain the working force healthy and productive (Oreg, 2003; Jaros, 2010).

Our research framework will lead us to some alternative strategies for buffering stress, either on an individual or organizational level, considering the negative association of stress and perceived organizational performance as we have formulated in hypothesis 1:

Hypothesis 1: Stress is negatively associated with perceived organizational performance.

We will now discuss, in the next section, perceived organizational performance, comparing public and private sector organizations and performance measurement challenges in public change contexts.

2.3. PERCEIVED ORGANIZATIONAL PERFORMANCE

2.3.1. Comparing private and public sector organizations

Comparing public and private sector organizations while considering environmental factors, the lack of market exposure, its resources, information and constraints is perhaps the most obvious difference. Private organizations obtain resources from the market which provides incentives to cost reduction, privilege efficiency operations and effective performance. Public organizations, on the contrary, obtain resources through an appropriations process from the national budget which may be based in past levels of delivery and visibility, therefore creating incentives for managers to seek organizational growth and personal recognition by maximizing property and dimension and until recently, not so concerned with minimizing costs for better efficiency (Hvidman & Anderson, 2014). In fact, the market is a source of clear indicator of demand and customer's perception, as well as a good measurement for goals and performance achievement. It is quite indicative of the level of achievement of productive efficiency, resource allocation adequacy, client's preferences, economies of scale and demand for particular services (Rainy & Bozeman, 2000).

Public organizations are also subject to a greater number of legal constraints, bureaucracy and political influences as the role played by unions is significantly higher, which causes decision-making to be more complex and time-consuming (Boyne, 2002). As to the internal structures and processes, the objectives and performance criteria of public organizations, as opposed to the private sector, are multiple, vague, sometimes conflictual. This makes it harder to supervise and control subordinates and to delegate, resulting in the proliferation of regulations and less amplitude of the compensations and benefit portfolio of measures (Van der Wal et al., 2008). Studies have revealed that efficiency promoting policies, including

improvement of methods, task clarity and autonomy, significance and reward orientation are higher in the private sector and finally that private sector managers reported significantly higher satisfaction than public ones, particularly in what concerned rewards systems, improvements of methods and efficiency, task clarity and variety. Public sector managers are perceived as less materialistic and extrinsically motivated and present significantly lower commitment than private ones eventually related to the culture gap between desired and perceived organizational culture (Buelens & Van den Broeck, 2007).

2.3.2. Performance measurement challenges in change contexts

To measure organizational performance there is a wide array of tools and techniques for researchers that recommend a comprehensive approach, i.e., to have various different perspectives (Sushil, 2009). Based on human resource's main concerns, these should necessarily include the assessment of two important key stakeholders', the perspective of the organization represented by its top management and the perspective of the internal Clients represented by the workers in order to guarantee a comprehensive view of organizational perceived performance. However, in the context of organizations embarking on behavioral or cultural change programs, defining performance parameters explicitly remains a challenge (He and Wong, 2004).

Additionally, another challenge derives from the fact that performance is considered to be an output variable, so other factors may affect it and need to be carefully delineated and acknowledged (Graetz & Smith, 2009). Another interesting reason that brings added complexity to this theme is based on the acknowledgement that long-term success requires organizations to balance continuity and change, in order to lead them to higher organizational performance (Raisch and Birkinshaw, 2008; Nasim & Sushi, 2011). In this stream, the management of two opposing forces, such as the paradox of change and continuity, invariably would require organizations to be 'ambidextrous' (Logan & Ganster, 2007; Oreg et al., 2011). Curiously, empirical research has been able to find a positive association between ambidexterity and performance outcomes (Birkinshaw and Gibson, 2004; Venkatraman et al., 2007) reflecting the need of added requirements in the profiles of the managing teams and change facilitators or at least integrated approaches.

2.3.3. Perceived Organizational Performance

The concept of perceived performance has been many times defined in terms of the customers' perception of how the service or the product performs in accordance to the fulfilment of their needs, wants, desires or even expectations (Holloway, 1999; Andrews, 2006; Shields, 2007). Customer satisfaction may be considered in a broader sense, meaning that these customers can be external clients that buy the product or use the service but also internal clients who work for the organization that provides the service or product, based on their own assessment concerning its performance (service quality, innovation, productivity) in absolute terms but mostly in relative terms compared with their own performance considering goal setting and evolution in time or compared with the benchmark through other similar organizations. Paradoxically, in the public sector most of the times the employees' are simultaneously part of the Clients, as the service is generally provided for all the citizens in that community.

In this respect, empirical research has attempted to investigate the impact of perceived performance on Client's satisfaction levels directly (Churchill and Suprenant, 1982; Parmenter, 2010) or when these are mediated by disconfirmation, considering the expectation-disconfirmation paradigm (Spreng et al., 1996; Magnini, 2012). This means that the consumer is comparing his expectations with the level of performance delivered within a rather subjective judgement frame (Churchill & Suprenant, 1982; Carmeli et al., 2007).

Conversely, when considering employee's perceptions of organizational performance most studies mention that it tends to increase when organizational politics and practises emphasize merit and overall quality of work mitigating the weight of subjective appraisals, political alliances or personal connections (Kim, 2010). It also seems that job satisfaction is positively correlated with perceived performance and correlates negatively with the job stressors and the intention to leave (Veloutsou & Panigyrakis, 2004). The measurement of job performance has been debated extensively in the literature (Sohi, 1996; Rappaport, 2006; Sandino, 2007) although its evaluation is always heavily dependent upon the job requirements and job expectations. Companies use non-financial performance measures (employee measures, customer measures, process measures, quality measures and innovation measures) and financial-accounting profit measures (shareholder value analysis, economical added value, return on investments, earnings compared to budget). The specific

instruments used to measure job performance in each organization are affected by external characteristics such as industry structure, maturity of the market, turbulence and competitiveness and internal features such as strategic priorities, size, organizational culture, work force knowledge and capabilities (Verbeeten, 2009).

2.3.4. Performance measurement and perception in public sector organizations

Measuring organizational performance is one of the greatest challenges of the public sector management due to its special characteristics: diversity of institutions with a wide range and variety of purposes and goals within a plural system, many times ruled by political agendas and motivators that constrain the management strategy and principles. In fact, these specificities of the public sector make this theme very challenging – thus as opposed to private sector companies, here the focus is not on return on investment (ROI), profits to deliver to the shareholders or value per share. Therefore the most commonly used financial objective tools and methodologies are simply not applicable in this context (Delaney, 1996, Rubin, 2009). Lastly, objective performance data is not always available, easily accessible or properly updated. However, research has found measures of perceived organizational performance to correlate positively (with moderate to strong associations) with objective measures of firm performance (Dollinger & Golden, 1992; Powell, 1992, Yang, 2009).

From the above we might add that assessments concerning levels of performance or quality service have not been a real tradition in the public sector most probably as referred due to difficulties both on the conceptual and operational sides. However from the 70's on, some studies have been particularly concerned with this theme using terms such as performance indicators, reviews, measures, collecting, reporting, appraising and quality standards (Holloway, 1999, Bertelli, 2007). The new management era during the 80s and 90s emphasized this trend of surpassing the mere financial auditing and using a more ambitious and transversal performance auditing system (Brewer, 2008; Taylor, 2008). The performance audits are now central activities of governmental organizations close to the political centre in many democratic countries. Performance audit is therefore likely to play an important role for accountability in democratic governance (March and Olsen, 1995; Ritz, 2009). Portugal has accompanied these tendencies and developments in the public sector auditing system as well (Pollitt *et al.*, 2000; Cadilhe, 2005).

Conventional wisdom seems to take for granted that the private sector is far superior to the public sector in terms of overall performance. The move toward quality in the public sector suffers from a low starting point as the generalized popular impression is that efficacy in public service and governmental institutions is quite low. Expectations for accuracy and reliability, two critical components of service quality, are not held as high for public products and services as for products produced by the private sector. This perceived performance gap between the public and private sectors pertains to the quality and customer service as well as the efficiency of service delivery. Published surveys show a steadily and increasing public dissatisfaction with government's perceived performance and loss of public confidence and trust (Yang, 2009).

In these recent years, the public jobs stability has faded away as many Governmental programs seek to reduce public jobs and incentive people to leave earlier than retirement. In particular, the effects of job insecurity on workers' health, attitudes and behaviour has been investigated (Hertz, 1991; Kim, 2010) and commonly correlated to absenteeism, disengagement, intention to leave, less commitment, resistance to change (Ruvio & Rosenblatt, 1999; Monyihan, 2007) mistrust (Ashford et al., 1989; Yang, 2009), less perceived organizational support (Ruvio & Rosenblatt, 1999; Wallace, 2009) and less loyalty (Loseby, 1992; Erwin, 2010). Most important of all, job insecurity was negatively associated with perceived work performance, meaning the organization perceives the decrease of performance even though that may not be based in objective figures and charts but on the overall morale of the organization which sooner or later will lead to that same underperformance result.

Researchers often encounter problems obtaining objective measures of selected aspects of organizational performance that are reliable and valid. With organizations in the public sector, such data, as previously referred, is frequently inexistent or unavailable. For this reason, in this study, subjective, numerical evaluation questions have been used on the organization's performance based on the managers and workers perceptions on three performance dimensions: in comparison with other public institutions; in relation to the change objectives proposed and, referring to the organization's recent evolution in the past two years regarding service quality, innovation and productivity. Additionally, interviews prior and after the survey have been conducted with the top managers of all the studied organizations in order to translate the Governments objectives and how they intended to achieve and communicate them throughout the organization. The reliability and validity of

these techniques for 'subjectively' measuring as an alternative to 'objective' data have been strongly supported by various authors (Dess & Robinson, 1984; Carmeli et al., 2007; Parmenter, 2010). So in this study, we have used the concept of perceived performance, trusting that results that are direct outcomes of people's perceptions are more reliable than public disclosed insufficient quantitative information.

In conclusion, most studies have been devoted to organizational change and how to manage its consequences; few have been dedicated to focus on how can organizations prepare themselves to deal with change before it happens. Conway and Monks (2008) have been interested in understanding how organization's past functioning might influence workers reactions to change and how managerial practises of supervisors can be positively influential, in the perspective of building "resources in advance of change" (Shin et al., 2012). Therefore, the human resources policies and practises might sustain commitment to change and resistance reduction since "the way an organization manages Human Resources sets the tone and conditions of the employee-employer relationship" (Paré & Tremblay, 2007).

According to the literature, few have tested the direct connection between human resources practises and change management variables. Even assuming that they can positively influence resistance to change through commitment to change, the role of direct supervision has also been considered crucial in the managing change processes (Neves, 2011; Nordin, 2012). Despite the lack of consensus in what are the specific practises that might be included in the concept of high involvement or commitment-based human resources practises the point is that they are able to communicate that the organization is concerned with its workers.

Although some of the key characteristics normally included are not easily observed in the public sector, such as performance-based compensation systems, participation in the decision-making, clarification of goals, transparent communication and focus on training and development, the benefits of using different Human Resource practises, as Searle, 2011 puts it: "*to improve communication flow, foster empowerment and encourage employees to invest both tangibly and emotionally in their employer*" (Searle et al., 2011, p. 4) are more consensual (Conway & Monks, 2008; McClean & Collins, 2011). High involvement human resource practises have been identified as significant in building a climate of trust and (Searle et al., 2011; Collins & Smith, 2006; Gould-Williams, 2003), enhancing organizational performance (Searle et al., 2011; McClean & Collins, 2011; Whitener, 2001).

Considering all of the above, assuming that a governmental reform program characterizes an organizational change situation, with measures of increased managerial discretion in human resources management, most of the times including workforce restructuring and downsizing, there are strong indicators that work stress is particularly severe in public organizations that have experienced these reforms (Noblet, 2008; Yang, 2009). In this context, we acknowledge how such reforms may affect employee's attitudes, perceptions and outcomes, so focusing on the theoretical link between stress and perceived organizational performance, we anticipate, as our first hypothesis, that *Stress is negatively associated with perceived organizational performance.*

It is not always the same thing to be a good man and a good citizen.

Aristotle

2.4. ORGANIZATIONAL BUFFERING STRATEGIES - ORGANIZATIONAL VIRTUOUSNESS: TRUST, OPTIMISM, INTEGRITY, COMPASSION, FORGIVENESS AND POSITIVE CULTURE

2.4.1. Organizational Virtuousness

Virtuousness is a powerful word that comes from the Latin *virtus*, meaning aspirational “*strength*” or “*excellence*”. Greek philosophers Plato and Aristotle¹⁹ described it elegantly as the “*desires and actions that produce personal and social good*” (Aristotle, 1995, p. 35). Reporting to this concept in the organizational world, it may be described as “*practices that improve the workplace and benefit society in ways that go above and beyond what companies are legally required to do*” (Vogel, 2007, p. 68). In fact, organisational virtuousness relates to people’s behaviour in the workplace based on the existing cultural organizational values and the ways they are communicated and reinforced. Virtuousness is associated with “*human impact, moral goodness, and unconditional societal betterment*” (Bright, Cameron & Caza, 2006, p. 251).

It is important to emphasize that the organisational-level virtues are considered as the moral characteristics of an organization as a whole and not simply summaries or composites of characteristics of the organisation’s individual members. In fact, it refers to those values that are cultivated and celebrated within the organization and serve as a source of identity and pride for its members, thus an enduring part of the organisational culture (Compte-Sponville, 2001; Stephens et al., 2013). For this reason, Virtuousness at the organizational level is considered a complement or an extension to ethical principles, a positive deviance and an increment of human reasoning. This ensures that situations that were not predicted, anticipated or defined by minimum organizational standards continue to be responded in alignment with the virtuousness organizational strategy, striving for ambition, aspiration and excellence at both the individual and organizational levels.

¹⁹ Virtuousness has been related to Aristotle’s goods of first intent: “That which is good in itself and is to be chosen for its own sake” (*Metaphysics XII*, p.3), such as love, wisdom, and fulfilment”. Goods of second intent include “that which is good for the sake of obtaining something else” (*Metaphysics XII*, p.4), such as profit, prestige, or power”. Therefore, “virtuousness produces benefit to others regardless of reciprocity or reward” (*Metaphysics XII*, p.22-23).

Virtues are manifestations of virtuousness, either including individual behaviours that set an example of contribution for the development of others or collectively support the organizational culture where these virtues are perceived as positive, desirable and part of the organization's most valuable intangible collective assets. So, the structure of an organisation is not virtuous in itself but can have a positive impact and be designed in a way to favour and potentiate authentic relationships, purpose and meaningful work, promote training and learning and invest in personal and group development initiatives (Baucus et al., 2005; Cameron et al., 2011). Virtuous have been classified and divided in tonic, meaning they are considered a stable and structural condition like trust, integrity and optimism and phasic, when they are mostly dependent on external events that create or potentiate a specific need for them, like compassion and forgiveness. So in the first case there is a virtuous action and in the latter case, there is a propensity for virtuous actions to be taken under certain specific circumstances (Bright et al., 2006).

The concept of virtuousness in organizations has been studied with a double standard effect – a buffering one that protects and filters the organization from its prevailing stressors and – an amplifying one that reinforces the virtuous cycle, empowers the positive and energetic good features, therefore optimizing performance and productivity (Seligman et al., 1999; Masten & Reed, 2002; Bright et al., 2006). Therefore, virtuousness variables can simultaneously contribute to lower stress levels through the buffering effect and, enhance and improve performance through the amplifying effects, precisely the two main concerns of our research model. In this study, we are interested in this parallel movement of negative and positive forces, in order to, in one side show the capacity to absorb the stress shock with resilience and on the other side, a proficiency to carry on and move forward accelerating positive performance.

The empirical research of Cameron, Bright and Caza, 2004 on organizational virtuousness conducted to the selection of a set of variables based on previous instruments and literature reviews about universal virtues (Peterson & Seligman, 2004; Sandage & Hill, 2001). Since these previous researches had treated these variables as individual and psychological constructs, these authors developed an instrument focused on the organizational and behavioral dimensions. The objective was to capture the level of virtuousness in organizations through the perspectives of its employees, considering not only virtuousness behaviors in the organization but also the ones that were promoted or/and developed within

it. The organizations were characterized by their workers on the basis of a list that included many virtues such as: forgiveness, integrity, trustworthiness, appreciation, humbleness, hope, tenderness, compassion, optimism, courage, honesty, generosity, positive energy, openness, meaningful purpose, trust, love, significance, compromise, vocation, human strength, kindness, benevolence, courtesy, respect, honor and doing the good. The analysis of the data allowed these authors to distinguish between five dimensions that correspond to the organizational virtues that we have selected for this study, this is: trust, optimism, integrity, compassion and forgiveness. We have also included positive culture because the organizational culture dimension is extremely relevant in a severe organizational change context as the one we have as a starting point but we will develop this further.

Studying these virtues as organizational phenomena is according to Cameron & Caza, 2008 supported by the fact that although individuals are expressing themselves concerning virtuousness, their expressions have the potential to become collective through emotional bonding, reciprocity or institutionalization, as the organizational context can potentially generate virtuous behaviours in the individuals. Therefore, these perceptions of organizational virtuousness can be analysed at an individual level since these virtues can be considered as a state (Wright & Quick, 2009) prone to be develop in the organizational level.

Workers will interpret signs looking for proxy's that can give them insights and information about the organizations' culture, values and virtuous in order to evaluate their perceptions and articulate their assessment. Some authors have referred to these subtle indicators in organizations as evidence management (Barry & Bendapuri, 2003). Noticeably in this context, organizational culture, human resources policies and mostly practises and internal systems that support them, will be determinant for this assessment by these organizations' internal clients, especially under severe change conditions.

2.4.1.1. Organizational Virtuousness and stress

Regarding the relationship between virtuousness and stress, at an organizational level, most studies emphasize its buffering function, by contributing more rapidly and more effectively to the recovery from setbacks (Dutton, Frost, Worline, Lilius & Kanov, 2002; Stephans et al., 2013). Seligman & Csikszentmihalyi (2000) pointed out that the development of positive practices serves as a buffer against dysfunction and illness at the individual and group levels of analysis. Therefore, in this context, virtuousness is considered primarily as a resilience enabler that allows the organization to recover quickly (Gittell, Cameron, & Lim,

2003; Cameron, 2006) from stressful events or situations such as organizational change programs.

Resilience is therefore a foundational element for the pursuit of virtuousness for individuals and for teams as it is not simply an outcome of virtuous behavior but may also be an important facilitator in becoming virtuous (Quinn & Worline, 2008). Research suggests resilience depends a great deal on the existence and quality of interpersonal relationships. For individuals, the ability to connect and interact with others has proven important for resilience (Cameron & Caza, 2008). For teams, the interactive, relational processes among members can facilitate the sharing of information, learning processes, and the development of adaptive solutions to problems (Paulus & Nijstad, 2003; Carmeli, Friedman, & Tishler, 2013).

Organizational virtuousness was not considered a very managerial or business-like concept (Cameron et al., 2003) but the importance of its conceptualization considering its crucial role, namely as a stress buffer, brought to light the discussion of multiple managerial practises and programmes that have proven to be quite helpful and effective for such purpose. To mention a few such as transparent communication, work environments based on delegation, autonomy and accountability, meritocracy systems, knowledge sharing and team work. Also, on a more individual note, self-knowledge and self-assessment methodologies, psychological techniques that facilitate the acceptance of change, self-authenticity processes to help relativize and prioritize, exercise trust and openness and learn how to forgive (Wright & Cropanzano, 2007).

In fact, the processes and work structures can dilute the traumatic effects that come along with change processes, namely loss of loyalty and trust, less sharing and working together and more conflict, competition and selfish non cooperative strategies (Cameron, 1994). Leadership is obviously crucial, by setting the example, reinforcing organizational culture and values, facilitating coordination and promoting cooperation (Cameron, 2001; Worline *et al.*, 2002). Managers must have the insight to understand how patterns of organizational behaviour protect them and their policies from stress and anxiety to guarantee a balanced environment striving for effectiveness and performance (Kahn, 2007).

So organizations that are considered virtuous are determined to enhance purpose and meaning to their workforce, based on policies and practises that ensure a short and long

term investment in the development of their teams through learning, training and self-development programmes aimed at transforming people into better organizations. In sum, this is not a study about virtuous organizations since it is very likely that virtuous organizations do not exist. Cameron et al. have stated that: “Virtuousness does not refer to an all or nothing condition, *because neither individuals nor organizations are completely virtuous or non-virtuous, nor are they virtuous all the time. No single indicator can measure the multiple indicators of organizational virtuousness*” (Cameron et al., 2004, p. 768). For this reason, concerning organizational virtuousness, we have chosen six variables that are expected to be particularly associated with lower levels of stress and in order to test this assumption we have formulated our second set of hypotheses that we will unfold in the following sections.

2.4.1.2. Organizational Virtuousness and performance

The credibility of the concept of organizational virtuousness in the management field is dependent, to some degree, on its ability to demonstrate positive effects on organizational performance and improvement, because this will persuade organizations to invest resources in implementing positive practices. On the other hand, this positive orientation needs to continue its legitimacy path in organizational science depending on new empirical evidence, in light of the criticisms it has received (George, 2004; Fineman, 2006; Hackman, 2009). We hope that this study will contribute to provide evidence that positive practices do, in fact, have a significant effect on organization level performance effectiveness and improvement.

Literature seems rather consistent in revealing a negative association between situations of organizational change (mostly M&A's) and performance due to decreased levels of trust and employee commitment in such workplaces (Cameron et al., 2004). It seems that these negative outcomes are related to a variety of internal problems in organisations as a result of generalized non-cooperative strategies (Staw, Sandelands, & Dutton, 1981; Searle, 2011) that endanger its sustainability. Organisational performance usually deteriorates due to the psychological contract breach between employees and the organization (Rousseau, 1995; Van der Smissen, 2013) while weakening the bondage between them. In times of higher insecurity and anxiety in organizational life because of the lack of predictability and certainty that traditionally comes through the hierarchical structure, workers are more left on their own, therefore self-reliant. Paradoxically, when apparently more cooperation is needed, generally

less availability is shown from the workers to give and receive support, incrementing the importance of a virtuous atmosphere as a very effective tool to buffer the organization of such adverse effects.

The point is, protection and survival make negative events and negative stimuli extremely potent in affecting human emotions and, potentially, organizational performance (Alderfer, 1966; Cameron et al., 2011). Because bad tends to be stronger than good (Baumeister, et al., 2001), extra emphasis on positive practices is usually required for positive effects to accrue in organizations, but most organizations remain focused on negative phenomena. This helps to explain why so little research is conducted on positive phenomena in organizational studies (Cameron et al., 2011).

So positive practices provide an amplifying effect because of their association with positive emotions and with social capital, this is, relationships among individuals through which information, influence, and resources flow (Baker, 2000; Cameron, Bright, & Caza, 2004). Several authors have reported that exposure to positive practices, such as, experience trust, recognize integrity, emphasize optimism, observe compassion and witness forgiveness produce positive emotions in individuals, which, in turn, leads to elevation in individual performance in organizations (Fredrickson, 1998; Seligman, 2002; Cameron et al., 2011).;). Employees experiencing positive emotions are more helpful to customers, more creative, and more attentive and respectful to one another (Raio and Phelps, 2007) and these results enhance commitment, participation, trust, and collaboration, all of which may contribute to organizational performance (Koys, 2001; Christakis & Fowler). Cameron, Bright, and Caza (2004) found significant relationships between virtuousness variables and financial performance (Cameron et al., 2004), so evidence exists that positivity and organizational outcomes are related (Losada & Heaphy, 2004; Cameron, Bright, & Caza, 2004).

In this context, there are important studies that summarize the relationships between measures of organisational virtuousness and measures of organisational performance²⁰ (Cameron, Caza, & Bright, 2004), suggesting a positive link between them. In fact, these studies have shown that organizational virtuousness and organizational performance, as

²⁰ Organisational performance measures might include objective measures of productivity such as key performance indicators and quality ratios published in the annual company reports and perceived measures of performance : employment figures (absenteeism, turnover and compensation) productivity data (innovation, profitability and quality) and marketing information (customer retention, profit per product). Most of the times these figures are compared with the statements concerning goals, the past records, the industry mean and the benchmark set from the best practises in the sector.

measured by innovation, customer retention, employee turnover, quality, and profitability, are positively related (Cameron et al., 2004). Findings have revealed that when the emphasis is placed on virtues and strengths, both organizational and individual performance raise to upper levels of quality and results (Weick, 1999; Sutcliffe & Vogus, 2003).

If performance and organizational virtuousness are found to be positively related in conditions where negative performance is expected (due to resistance to change and increase in stress), then managers will be willing to rely on a strategy that can prove its efficacy. To reinforce this argument, some empirical results have revealed that virtuous organizations significantly outperformed less virtuous organizations on a series of outcome measures, including profitability, productivity, innovation, quality, customer retention, and employee loyalty (Cameron, Bright, & Caza, 2004). As Cameron et al., puts it "*Doing good helps organizations do well, so virtuousness pays dividends*" (Cameron et al., p. 321).

Further we will develop on each one of the organizational virtuousness variables and positive culture in relation to stress and performance, starting with trust, followed by optimism, integrity, compassion, forgiveness and lastly positive culture.

The best way to find out if you can trust somebody is to trust them.

Ernest Hemingway

2.4.2. Trust

Trust is a theme that has been continuously at the centre of academic research in organisations as a relevant dimension of organisational behaviour and an important resource within social systems. In general, trust relations exist at three levels: interpersonal, organizational, and institutional although it seems that organizational and institutional levels are relatively less studied and tend to assess levels of trust rather than explain trust relations (Mizrahi, 2009). Some authors, like Klendauer, believe it is too limiting to consider trust as a one-dimensional concept and refer to multiple forms of trust such as cognitive-based or affect-based (Klendauer, 2009; Colquitt, 2011). Cognitive forms of trust are based on the assumption of capability and integrity of the counterpart (character-based perspective). Affective trust implies a deeper relation and concern for the trusted allowing for a certain indulgence or benevolence (relationship-based perspective). Additionally, in another perspective, according to the theory of Complex Responsive Processes (Griffin, 2002; Stacey, 2003a) trust emerges in the interaction between people and is not an individual characteristic that might exist previous to the interaction itself.

In general, research on trust provides evidence that its perceptions and impressions can lead individuals to be cooperative and supportive towards others which is most relevant in organizational life (Simmons, 2009). Trust relations are also central for the analysis of performance and management in the public system, since these organizations face significant external pressures (budget cuts, rise of private competition, political interferences) and internal pressures, especially from the public, in the forms of demands to improve and modernize the services (Mizrahi, 2009). In this context, trust is an especially important resource for leaders and managers when organizational outcomes are unfavorable because either they already have the employees support due to the existing trustworthiness or they must repair trust and this becomes one of their critical management competencies (Lewicki & Bunker, 1996, Gillespie, 2009).

In fact, trust is eminently important in a change management scenario as a growing body of research has advanced with the idea that context is a powerful force acting on the dynamics

of trust (Rousseau *et al.*, 1998; Van der Smissen, 2012). This emphasis on context is motivated by a strong presumption (Kramer & Cook, 2004; Grant, 2009) that the contours of trust and distrust are likely to vary in subtle but important and interesting ways across organizational settings. Hardin has an argument in which he defends that trust is a three-part relation defined by the characteristics of the truster, the trustee, but also by the setting (Hardin, 2002). Additionally, top management or change agents' credibility, trustworthiness, and sincerity are crucial in determining employees' readiness for change and real involvement (Armenakis *et al.*, 1993; Frazier, 2010), may it be for an innovative human resource management system (Condrey, 1995; Searle, 2011), a new appraisal system (Reinke, 2003) or a wider governmental public reform (Cho, 2010).

2.4.2.1. Trust and Stress

Findings show that if employees feel that they are treated with respect and dignity by the organization and have had some opportunities to protect their own interests (Korsgaard *et al.*, 2002) they are more likely to concentrate on the positive outcomes of change initiatives instead of constantly questioning, criticizing or sabotaging them. In this case, they feel better informed and involved in the change process, allowing their stress levels to lower by reducing uncertainty and a feeling of isolation or abandonment (Gillespie, 2009). Specifically, when followers feel high levels of trust in top management, they are more willing to cooperate and have greater attachment to their exchange relationship (Eby *et al.*, 2000; Caldwell *et al.*, 2010). In reality, trust is emphasized according to the social exchange theory based on the workers' perceptions of the agreed or expected level of organizational obligations towards them, such as job security, compensation & benefits, promotion, training and development opportunities and their own towards the organization, translated into hard work, commitment, engagement and loyalty (Robinson *et al.*, 1994; Solomon and Flores, 2003).

So, trust in the supervisor has been linked to higher profitability, better sales, lower turnover (Davis *et al.*, 2000; Cho, 2010), better individual performance (Mayer & Davis, 1999; Mizrahi, 2009), and organizational citizenship behaviors (Mayer & Gavin, 2005). An employee who can trust his or her supervisor is able to focus on value-producing tasks and activities, potentially leading to improved work outcomes instead of being worried and using his working abilities to protect himself from the potentially harmful mistrust atmosphere (Kramer,

1999; Klendauer, 2009). Trust among team members is also helpful in facilitating resilience, because it entails an expectation that colleagues will be responsive to one another's needs, even in stressful situations (Rempel et al., 2001; Battaglio & Condrey, 2009).

Managers at all levels send tacit or explicit signals of information about what is expected from the workers, including whether untrustworthy or even unethical behaviors are tolerated or even smoothly encouraged (Dickson et al., 2001). Cho, 2010 has mentioned a new dimension designated by TWML, meaning trustworthiness of managerial leadership defending that levels of trust are manageable through competence, benevolence and supervisor's integrity (Cho, 2010). Trust is seen as a managerial resource that has to be cultivated, so management is the tool to increase the levels of trust (Cho, 2010). In sum, trust can influence organizational performance by decreasing stress and transaction costs and increasing organizational citizenship behaviors and performance (Frazier, 2010).

In conclusion, a factor that has proved important in acceptance of the organizational change is the level of organizational and managerial trust. In fact, the inherent risk in organisational change makes trust a central variable to further understand how employees perceive the change process and their feelings toward the organization (Eby et al., 2000; Neves, 2012). In these change contexts, most studies emphasize as most relevant for the commitment to change, trustful feelings towards a supportive management, trust in relationships among work colleagues and some even refer to social support in general including significant others like opinion leaders (Kiefer, 2005; Oreg et al., 2011). Generally, trust can lead to cooperation with the organization and collaboration among individuals, thus increasing performance and satisfaction (Frazier, 2010).

2.4.2.2. Trust and Performance

As referred, trust is therefore found to be positively related with performance and satisfaction (Dirks & Ferrin, 2002; Colquitt, Scott, & LePine, 2007). Researchers have predominantly predicted that trust directly results in desired outcomes such as higher performance, but Grant suggests *"that trust provides the conditions under which certain outcomes, such as cooperation and higher performance are likely to occur"* (Grant, 2009, p. 941). A number of studies have shown employee trust to be a critical variable affecting the effectiveness, efficiency and performance of organizations (Mayer & Davis 1999; Oreg et al., 2011). Generally, employees who have high trust in their organizations show desirable work-related

behaviors such as low rotation, more engagement, effective and cooperative work (Dirks & Ferrin, 2001). Searle, 2011 defends in quite an innovative study that Human Resource practices influence the level of employees' trust through performance management, training, development and work life balance policies (Searle, 2011), meaning that perceptions of organizational trustworthiness and trust in an organization can provide for a real competitive advantage and increase performance levels (Caldwell, 2010).

A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

Sir Winston Churchill

2.4.3. Optimism

Optimism refers to a generalised belief that good things will happen in the future (Scheier, Wanberg & Banas, 2000; Crosno, 2009) and has been considered one of the core psychological resources or capabilities of PsyCap, the psychological capital, along with hope, efficacy and resilience (Seligman, 2002; Luthans, 2002a; Kluemper et al., 2009). Some have considered this new approach too individualistic (Fineman, 2006) because it focuses on individuals' strengths and capacities and the ways in which these can be developed to enhance performance (Luthans et al., 2007). However, optimism has been mostly considered by theoretical and empirical research as a "state-like character" (Peterson 2000; Peterson and Chang, 2003; Higgins, 2010) instead of a personality trait or a "state-trait continuum" (Scheier and Carver, 1985; Kluemper et al., 2009) therefore viewed as a positive momentary state open to change and development, in general (Avolio & Luthans, 2006) and most specifically, in the workplace (Youssef & Luthans, 2007; Kluemper et al., 2009).

Optimism is not an emotion, but an attitude which can turn into a mood or an emotion. Although optimism indicates a general positive attitude towards an expected event, it does not express profound values; it often can express a general and uninvolved attitude. In this sense, optimism refers more to the assessment of the situation rather than to the values. Therefore, optimism may increase linearly with the probability of attainment (Averill *et al.*, 1990; Crosno et al., 2009). Most findings on this theme demonstrate that optimism levels on individuals can have several benefits for both human and organizational functioning (Armor & Taylor, 1998; Luthans, Youssef & Avolio, 2007). Optimistic individuals seem to have greater perseverance when facing difficulties, are more easily motivated and mobilized at work and show more ambition and work satisfaction (Luthans, 2002a). For this reason, it has been stated that optimism has a positive impact on individual variables such as psychological and physical well-being, interpersonal close relationships (Brissette, Scheier et al., 2002), health protective behaviour (Scheier, Matthews *et al.*, 1989; Wright & Quick, 2009), and most of all organizational outcomes, such as increased work performance (Seligman 1998; Luthans, Avolio *et al.*, 2005).

The literature on optimism has emphasized that positive relationships at work can induce optimism in individuals and have been referred as a key “*source of growth, vitality, learning and generative states of human and collective flourishing*” (Ragins & Dutton, 2007, p. 15). As Lopes (Lopes, 2007) has emphasized the theme of optimism and the importance of a relationship level of analysis has been present in several research topics such as meaningful connections (Kahn, 2007), high-quality connections (Dutton, 2003) and energizing networks (Cross & Parker, 2004) all very important in organizational life. So at this level, optimism is considered relevant because of the evidence of its impact in organizational processes and outcomes (Luthans, Youssef *et al.*, 2007) as it seems possible to increase it through fruitful interpersonal relationships. In sum, positive work relationships may function as a leverage factor of human and organizational performance (Lopes, 2007).

Positive approaches to organizational studies are spreading rapidly exploring the role of psychological virtues and strengths on organizational processes (Clifton & Harter, 2003; Cameron, Bright *et al.*, 2004). Some authors have started reacting to an overemphasis of positive characteristics over the negative ones (Norem 2001; Held 2004) arguing there is a risk of positive bias (Norem and Chang, 2002; Tamir and Robinson, 2004). A possibility to overcome this debate is trying instead to understand how positive and negative psychological states reciprocally regulate each other (Lopes and Cunha, 2005). Positive emotions can act as antidotes to the effects of negative ones (Fredrickson, 1998) and negative emotions can sometimes regulate positive emotions and contribute to the establishment of effective relationships (Bagozzi, 2003).

2.4.3.1. Optimism and stress

The level of stress present in the work environment is thought to be inversely related to performance, as people who fail to perform experience more stress and people who perform better feel less stress, so the presence of excessive stress dampens people’s motivation (Avey *et al.*, 2009). In fact, the belief that optimists suffer from less stress and perform better seems to be a fundamental part of people’s conventional wisdom.

For this reason, differences in the way people cope with job stress can facilitate higher performance. Optimists seem to employ more problem coping tactics, while pessimists use

more emotion coping tools, more likely to result in unfavourable outcomes (Strutton & Lumpkin, 1993; Brief & Weiss, 2002). Optimistic people are also more likely to readjust and reshape themselves for the better as a response to stressful encounters. Optimists are also less likely to engage in reckless or risky coping tactics and choose to act with restraint and self-control. Optimism has also been associated with more flexibility and adaptability towards stressful situations (Higgins, 2010). In sum, optimism seems to have a powerful effect in the workplace (Payne & Cooper, 2001; Lord et al., 2002).

Regardless of the strategy that predominates, coping usually ameliorates stress (Carver, Scheier and Weintraub, 1989; Higgins et al., 2010). However, the coping strategy used can prove to be more or less desirable from the organization's perspective. In this regard, coping activities directly aimed at appropriately treating the source of the stress also facilitate the organisational and individual interests. It seems reasonable that optimistic people will be more apt to believe that positive change can be initiated aiming at altering the troubled person-environment relation causing the distress. The research findings reveal that optimists are able to anticipate and respond proactively to stressors, resulting in less burnout and higher levels of performance and satisfaction (Avey, 2008) because the individual's level of optimism influences the appraisal of stressors (Chang, 1998) and the development of social support structures (Brisette, Scheier, and Carver, 2002).

Furthermore, we might add that optimism is expected to facilitate the use of proactive efforts that will minimize the stress experience by anticipating the potential stressors before they occur. In addition, optimism seems to provide a broader range of options for dealing with the stressor so all of these efforts are expected to minimize stress and facilitate job outcomes (Aspinwall and Taylor 1997; Avey et al., 2009). Organizations and leaders can be advised to help their employees by developing positive views concerning their personal futures. We acknowledge that some people are naturally more optimistic than others, however research has shown that like any other skill we can learn to think more optimistically (Seligman, 1998).

One of the proposed solutions is to invest in Psycap, meaning that with small investments in training it is relatively simple to higher the levels of the workers' optimism, hope, resilience and self-esteem. Additionally, there is evidence of less absenteeism and rotation within networks of psychological positive energy (Cross, 2012), through the management of development programmes that will help the managers focus on employees' strong points and not on destructive critics or emphasis of their weak characteristics. To some degree, it

may also be possible to realign organisational structures and supervisory styles in order to reduce stress in a work environment (Higgins, 2010). However, it is unreasonable to expect that such efforts will eliminate or even substantially reduce environmental stress. Therefore we can reach some results with a rather pragmatic approach such as helping with the management of the strategies people use to deal with stress, one of them undoubtedly to think optimistically.

2.4.3.2. Optimism and performance

Recent research shows that optimism is positively associated with job satisfaction, work happiness, organizational commitment, and performance (Youssef & Luthans, 2007; Kluemper, Little, & DeGroot, 2009). One of the most important aspects of organizational change is how employees will respond in terms of their attitudes and behaviors, as many times, what may be seen by the top management as increasing efficiency, may be perceived very differently and negatively by the working force (Cascio, 2002). Therefore, positive employees who hold more positive resources such as the ones described with the concept of PsyCap, as well as positive emotions based on attitudes and behaviors may lead to more effective and positive organizational changes.

In this stream, "*positive employees may be a very important ingredient in positive organizational change*" (Avey, 2008, p. 67). Specifically, these positive resources of the employees may combat the negative reactions (denial, cynicism and sabotage) often associated with organizational change (Luthans et al., 2005; Luthans, Avolio, et al., 2007). Considering the above, by fostering psychological capital such as optimism, Human Resources managers may provide a new human resource development approach to help employees build the critical resources needed in today's stress-filled workplace (Avey et al., 2009).

If you don't stand for something you will fall for anything.

Malcolm X

2.4.4. Integrity

Integrity has been mainly studied at three different levels, the individual, the group and the organizational, although it may exist at other levels such as intrapersonal, dyad, and collective among many other possibilities (Kozlowski & Klein, 2000; Coddling et al., 2008). Integrity is a concept that intends to reflect the consistency between words and actions perceived by relevant stakeholders, so promise-keeping and value-enactment seem to be critical points in this assertion (Palanski & Yammarino, 2009). Evidently that it is difficult to expect the display and absolute consistency of words and actions at all times and in all situations of life. Nevertheless, although there are significant differences between individual's levels of integrity, there is an amount of integrity that is expected to be relatively stable and constant within each individual during his life cycle (Simons, 2007).

Additionally, integrity has been considered in the management literature in four different categories: Integrity as wholeness, integrity as consistency in adversity, integrity as being true to oneself and finally, integrity in a moral/ethical perspective (Palanski & Yammarino, 2007). In fact, it is frequently used to express various concepts that many times overlap with themes around ethics and trustworthiness (Lowe et al., 2004).

Integrity has also been considered a virtue, different from other close virtues such as honesty, authenticity, fairness and courage but equally as a component of good character and moral uprightness (Cameron et al., 2004; Avolio et al., 2005; Audi et al., 2006). Integrity is therefore associated to honesty, telling the truth, sharing information openly, showing genuineness and personal concern. It is to put principles before self-interest, advocating the contrary of the common expression "where you stand depends on where you sit" (Ardichvili, 2009).

2.4.4.1. Integrity and stress

We have considered integrity as one of the variables included in the broader notion of virtuousness in organizational settings and consequently as capable of coping with high levels of stress resultant from feelings of injustice, personal downgrade of working status or conditions, insecurity and uncertainty that characterize the feelings of most workers living a public reform program. In sum, the consistency evidenced through integrity is read as a reliable sign, most especially in hard changing times where all information, verbal and non-verbal is carefully interpreted, therefore words and actions aligned may contribute to decrease the high stress atmosphere (Cameron et al., 2011).

Studies have reported that integrity values and practices favor environments considered as positive, therefore more preventive of psychological distress, addiction, and dysfunctional behavior (Seligman, Schulman, DeRubeis, & Hollon, 1999; Snyder, 2010). At the group and organization levels, positive practices enhance the ability to absorb threat and trauma and to bounce back from adversity (Dutton et al., 2002), including absorbing work related stress.

It has also been shown that there is a strong theoretical link between integrity and leadership, therefore affecting outcomes such as trust (in leadership, groups and organizations), satisfaction and organizational performance (Parry et al., 2002; Brown & Trevino, 2006). For this purpose, open communication and disclosure managerial practices are critical because they allow for a sense of control and protection supported in the expectations of integrity of the top management (Byrne et al., 2005). Employees see managers as trustworthy as they perceive benevolence (good intentions), integrity (acts based on values) and ability (capable, competent) in their actions (Mayer et al., 1995; Colquitt et al., 2007).

Organizational performance is perceived with the creation of value for its stakeholders and from this perspective; integrity must be one of the most important intangible assets integrating value creation (Freeman, 2005). This organization with high integrity values and practises avoids over-promising or under-delivering (Panteli et al., 2005), which ensures reliability and trustworthiness between management and workers, crucial for long-term vision and sustainability (Snyder, 2010). Therefore organizations characterized by positive practices foster positive energy among members and positive energy produces elevated performance (Dutton, 2003; Cameron, 2008b).

2.4.4.2. Integrity and performance

Concepts such as integrity, accountability and transparency have always been set as wishful targets in the public sector raising a positive perception and acceptance from the public. In this context, integrity has been defined as “*including but not limited to probity, impartiality, fairness, honesty and truthfulness*” (Bertucci, 2005, p.6). The public reforms movement has been in many ways an attempt to address a bureaucratic paradox of seeking to secure the primacy of purpose and results over process and means while demanding an even greater confidence on public workers who are not simply technically competent but also ethically reliable, so not merely accountable but individually responsible for meeting clear performance requirements. Two principal approaches have historically been used to ensure high ethical standards in public service; compliance-based or systemic means, manifest in the traditional bureaucratic hierarchy; and integrity or trust-based means, which focus on the character, integrity and trustworthiness of organization members (Podger, 2004).

The former approach is essentially impersonal (dehumanistic), and is consistent with the mechanist paradigm, while the later is inherently personal (humanistic) and forms a part of the organic paradigm (Hurtz & Alliger, 2002). The former involves enforcing compliance with rules and regulations, to ensure that people “do the thing right”, the latter expects that people will chose to “do the right thing” by virtue of their personal integrity and trustworthiness (Anechiarico & Goldstock, 2007). Public organizations need a mix of both approaches, and the challenge is to find the optimal balance between the two as a new culture of individualised opportunism may be supplanting the old culture of public trusteeship (Gregory, 1999; Smollan, 2006). People’s abilities to live up to legal, official, or professional expectations reside in their own personal capacity for integrity, whereas avoiding recognizable pathologies (Kolthoff, 2007).

Some have argued (Dobel, 1990) that personal integrity is a presumption of moral responsibility to explain how individuals can and should hold all three types of commitments (regime accountability, personal responsibility, and prudence) as public officials. They advocate that personal integrity and responsibility should be reintegrated into a notion of public service, meaning that individuals could not transfer to others or to institutional structures the full responsibility for actions they performed and outcomes to which they have contributed. Although we all might admit that nowadays most of the systems lack in responsibility structures, it is also true that no rules or strict orders in organizational life totally

exonerate people from the outcomes to which they have contributed and which they may judge as immoral, illegal or wasteful.

In a complex and unpredictable system with multiple goals, innovative competitors, limited resources, and public accountability, public integrity should be conceived as dynamic and evolutionary. All public discretion is exercised by real human beings and made possible by personal integrity, so it should be focused but interactive, bounded but fluid, and personal but subject to accountability. To be effective, results-oriented public sector management must create incentive structures and an enabling environment to encourage achievement of public service reform targets and quality results. Therefore integrity is eminently linked to positive perceived performance, most especially in the public sector, where citizens seem to have even higher expectations for their public officials and are the primary clients in demanding quality of service, innovation and productivity. The value of integrity seems to gain an even higher importance when workers are representing the capital and the goods of all the community, notwithstanding for short term goals but for an everlasting sustainability project.

If we could read the secret history of our enemies, we should find in each man's life sorrow and suffering enough to drain all hostility

Henry Wadsworth Longfellow

2.4.5. Compassion

In this section we will be looking at the literature concerning the effects of compassion in the workplace, theme that has only recently received proper attention from researchers and practitioners (Dutton et al., 2014). In fact, we are trying to understand if professional environments that are more compassionate, are more effective at buffering stress, most especially, when resultant from organizational change programs. Additionally, we want to understand if compassionate atmospheres at work enable for better results and an improved performance or, on the contrary, will lead to a tolerant and less driven and result focused culture.

Compassion is commonly considered a virtue because it involves the readiness to help and assist others in trying to relieve their pain and suffering. As Dutton et al., 2014 refers to: *"compassion is the process of noticing another person's suffering, emphatically feeling that person's pain, and acting in a manner intended to ease the suffering."* (Dutton et al., 2014, p. 278). Traditionally portrayed by psychology as a feeling state (Goetz et al., 2010) we will privilege its concept as an interpersonal process that implies noticing the other, expressing an empathic concern towards him, and lastly sense making as part of the responding. This relational process can encompass a more active approach of developing actions to collaborate with the sufferer or, on the contrary, a passive response while listening and acknowledging the sufferer's position (Atkins & Parker, 2011).

From an organizational perspective, we may say that companies and institutions are emotional arenas (Fineman, 2000) and human suffering is inevitable, either through the transposition of personal life setbacks or due to a high competitive and individualistic organizational environment. In moments of increased uncertainty, unpredictability and ambiguity, these signs of suffering become even more evident as workers feel very stressed and anxious about the future of their organizations and the changes that might incur in their

own professional lives. These concerns about the future and feelings of disconnection (Lilius et al., 2012) are deeply personal and lived in a very unique way. Suffering at work is therefore felt individually, for different reasons, normally resultant from negative interpersonal experiences, hostile environments, toxic encounters and corrosive politics that tend to increase during organizational change processes.

Research also suggests that individual differences such as personality traits and disposition, individual abilities, demographic characteristics, and knowledge affect compassion outcomes. People that act compassionately are perceived more strongly as leaders and as clever and knowledgeable people (Melwani et al., 2012). Some results also suggest gender differences in the experience of compassionate feelings with women experiencing more elaborate emotional activation (Mercadillo et al., 2011) and people with lower SES (socioeconomic status) are more likely to feel more empathic concern (Kraus et al., 2012; Stellar et al., 2012). If people have been socialized into roles in which emotions are considered inadequate or unprofessional and only “professional selves” are allowed at work – and this happens in many organizations – compassionate situations are likely to be constrained or non-existent (Atkins & Parker, 2012).

Also, when people experience overload or demanding tasks their ability towards empathic concern may be reduced. Experiments by Magee and colleagues have found that individuals with more power and higher status are less inclined to adopt others perspectives and less accurate at perceiving others suffering, so less likely to show compassion or on the other hand to show suffering and let others be compassionate towards them. On the contrary, the existence of formal employee support practises are important in fostering compassion because they communicate a value that responding to suffering is important (Magee et al., 2007).

2.4.5.1. Compassion and stress

Statistics reveal that suffering is very costly for organizations based on estimates of job-stress-related losses such as absenteeism, turnover, diminished productivity and medical, legal and insurance costs, (Rosch, 2001) meaning all the emotional and physical costs of human pain. For this reason, a working environment that allows for people to show

their emotions and articulate and share their thoughts about them, will normally be perceived as compassionate towards people's vulnerabilities, encrypted in an organizational culture and set of values that are constantly being co-created and reinforced through managerial practises and programmes.

In this line, a compassionate professional atmosphere will foster a holding environment giving employees an increased perception of safety and reliance, more of a family type organizational setting with very strong feelings of belonging. Compassionate atmospheres have demonstrated higher levels of helping behaviour, moral reasoning, stronger interpersonal relations and deeper connecting among individuals, so consequently less anxiety, propensity for depression or moodiness, and less psychological illness, since it is a very effective strategy for containing stress caused dysfunctions (Cassell, 2002; Bright et al. 2006). From a positive psychology perspective, compassion (along with forgiveness, integrity, optimism and trust) is preventive against psychological distress, addiction and dysfunctional behaviour. Therefore it is able to protect and buffer the organization from negative effects of trauma or distress, typical of any change process, by enhancing resilience, relational coordination, solidarity, and a sense of performance efficacy (Held, 2004; Bright et al., 2006).

A compassionate work setting will enable workers to express more openly their worries and concerns and enjoy a more relaxed and authentic environment that might maintain stress levels contained or strongly allow for their reduction. Compassion allows for a psychological structure that helps people manage an experience of anxiety in a less enduring way because they feel a reasonable safe atmosphere surround them that might be helpful to develop a positive attitude. In fact, the anger, despair and fear resultant from the change process, can be temporarily repaired to regain equilibrium and have workers feel free to concentrate in maintaining or improving performance levels (Adler & Hansen, 2012).

2.4.5.2. Compassion and performance

Literature refers to the unveiling of positive emotions through compassion in the workplace reducing employee's anxiety and increasing their loyalty and commitment towards their organization by signaling dignity, meaning and proudness of belonging to such an

'elevated' organization (Dutton et al., 2011). Interestingly, some studies have referred to the short-term and long-term impacts of compassion on job attitudes (engagement and thriving), job behaviours (pro-social, creativity, ethical actions), job performance (productivity, drive, efficacy), therefore enabling for a certain virtuous cycle where one single compassionate episode can unfold and affect the potential for much more to happen (Lawrence & Maitlis, 2012).

From a public organizational context, there is a relevant question to be posed from the perspective of the customer service's perception of level of performance: can modern administration show compassion, in a line of more customized answers to its Clients, as we tend to encounter this trend and tendency in the private sector of customizing and segmenting at the most, in order to find proximity to individual fits. This is even more challenging in a normative setting where rules were not tailored to fit Clients but the other way around, most especially in a very financially constrained current public environment where modern organizations are designed for the application of universal norms (Thompson, 1975; Wuthnow, 2012).

This public ambivalence is commonly present since at micro level, the history of administration is replete with examples of what we refer to as administrative discretion. In attempting to maintain the artificial appearance of duty, many public administrators have sought to link their commitment of service to the amoral statement of detached objectivity, neutral competence, and dispassionate rationality. A contrary view, however, can be argued more persuasively. If public administrators operate in a holistic system of democratic values, virtues and vision, and if they are to assume an integral role in contributing to the ultimate utility of democracy, is it reasonable to expect them to detach themselves from this teleological vision. In this context, objective neutrality and subjective detachment might become considered dysfunctional attributes of administrative behaviour (Berlant, 2004; Atkins & Parker, 2011).

However this stress filter might be less attractive when it comes to results because compassion might manifest itself at the organizational level in a rather paternalistic way, withholding a perception of hard-working, driven, goal-oriented, competitive and performing culture. The fine line between a compassionate positive working atmosphere and a paternalistic one might unbalance if self-reliance is replaced by irresponsibility or immaturity. So there is definitely a strong association between compassion and performance and the

adequacy of its level is very dependable of the organizations culture and specific conditions (Dutton et al., 2006).

Therefore, it seems that a more open and cooperative professional atmosphere can impact positively in the reduction of anxiety and stress by allowing people to feel greater self-efficacy in what regards alleviating suffering resultant from changing organizational conditions perceived as threats. Dutton et al., 2014 refers that: "Compassion is just one example of a human capability that we need to learn how to do well collectively. Typically, we don't think about how our workplaces can actively foster a collective good around that competence, and in the process, bring out and strengthen that capacity in each of us as individuals." (Dutton et al., 2014, p. 283). These conditions can be promoted or strengthened by management good practices and policies as we expect that these measures will contribute to lower stress levels and therefore create or increase a positive perception of performance.

In conclusion, leadership and management will have to play a critical role in designing, implementing and developing a balanced productive workplace (Stamm, 2002; Gilbert, 2004). This is even more significant in the public sector as these institutions suffer, genetically, from this general perception of lack of competitiveness, drive and assertiveness common to an economical model with no need to present sales figures and financial sustainable growth. This suggests that a compassionate and pervasive working environment may contribute to weaken public workers external visibility instead of amplifying it as a positive characteristic. Later in this study, we will be presenting results to show the perceptions of the public workers that we have considered when relating to the effects of compassion linked to stress and to performance and we will have the opportunity to develop this discussion further.

So much has been given to me I have no time to ponder over that which has been denied.

Hellen Keller

2.4.6. Forgiveness

Forgiveness is a virtue associated with the willingness to accept, understand and surpass a negative emotion resultant from someone's action, perceived as harmful or inconsiderate, either deliberately or negligently. However, forgiveness does not mean abandoning the condoning of the wrongful action, but conversely it means there is a mindful decision of coping with the costs of others actions, surpassing anger or revenge (McCullough et al., 2002). Forgiveness requires good social skills accomplished by facing the stressful problem or pain, trying to understand the other line of the story and effectively choosing to forgive (Pirisi, 2000; Oman et al., 2008). Forgiveness is considered sufficiently powerful to heal profound pain and suffering transforming it, either in neutral feelings or even positive and constructive ones (Seligman, 2006).

The effectiveness of dissolving negative feelings towards others has been seen as very beneficial, psychically and psychologically, for opening and enlarging perspectives towards richer and deeper relationships, alleviating the burden of anxiety and depression, consequently bringing satisfaction, empowerment and a healthier experience of life (Hall, 2005; Bright et al., 2006). Forgiveness is not an emotion: actually, it expresses the termination of emotions, often those of anger and resentment. Forgiveness is connected with the overcoming of negative emotions and implies a change in the attitude (Ben-Ze'ev, 1993; Oman et al., 2008).

At an organizational level, forgiveness occurs when the organization is able to proceed after a rather painful or resentful moment, in many cases after a non-successful organizational change project such as public reform programs; therefore reframing from a victimized and reactive pattern to a proactive response and acknowledgement of the past in order to move into the future (Macaskill, 2002; Yamhure et al., 2003). As Cameron, 2007 puts it: *"Forgiveness in organizations occurs when emotional, attitudinal, cognitive, and behavioral changes transpire after harm or wrong-doing has been experienced"* (Cameron, 2007, p. 132). Forgiveness has also shown to be associated with positive outcomes like greater trust, compassion and performance (Cameron et al., 2004; Gillespie, 2009).

2.4.6.1. Forgiveness and stress

Forgiveness might enhance health by reducing the excessive physiological burden that comes with unresolved stressful experiences, like the hurt and offense attributed to others. Findings in studies exploring the effects of having a forgiving personality on both psychological and physical stress show that high forgivers report less health issues, while expressing more positive emotions towards others and revealing more empathy and warmth (Griswold, 2007; Bright et al., 2014).

Another interesting piece of work from Stanford University (Seybold, 2001; Luskin, 2007) based on seven major research projects into the effects of forgiveness, gave some empirical validity to the positive association between forgiveness and health. In three separate studies, including one with Catholics and Protestants from Northern Ireland whose family members were murdered in the conflicts and political violence, evidence was found that forgiveness brings a new light and life to people agonizing with pain and feelings of revenge. So, forgiveness arises when individuals do not simply cope with their hurt feelings but are able to demonstrate resilience by overcoming the harmful situation, learning from it and creating a positive connection with the offender (Bright & Exline, 2011). These studies show a reduction in the experience of stress, physical manifestations of stress, and an increase in health and vitality (McCullough et al., 2003; Bright, 2005).

2.4.6.2. Forgiveness and performance

Concerning performance, innovation and creativity are not possible without errors, so forgiveness is required as an organizational cultural value for organizations that want to ensure that their competitiveness comes from innovative new creations. Nowadays to act in the expectation of success, working towards greater efficiency and effectiveness through the development of integrated management and delivery systems, we definitely need innovative concepts, procedures and processes in the face of diminishing resources and ever growing human service needs. In this context, tests and errors are vital and a learning culture environment will need to emphasize the value of forgiveness with actions and words being consistent with this organizational virtue (Snyder et al., 2000; Bright et al., 2014).

Some studies have presented forgiveness climate as an organizational-level phenomenon that explains when and why employees respond to conflict prosocially identifying as core cultural values that enable forgiveness climates to emerge, the restorative justice, compassion, and temperance. Therefore the organizational environment, its practices and leaders contribute to produce these core cultural values and facilitate forgiveness climate emergence (Fehr & Gelfand, 2012).

Additionally, McCullough and Witvliet (2002) have also emphasized the importance of forgiveness when leaders' acknowledge their responsibility and apologize, since these are crucial signs to potentiate the willingness to overcome organizational negative emotions, resistance to change and effective positive performance (McCullough et al., 2002; Fredrickson, 2003; Oman et al., 2008). Forgiveness is an organizational virtue that can be incentivized and developed through organizational culture and values and management good practises; when fostered it produces especially positive organizational results that contribute for empowerment, autonomy, goal achievement and positive performance (Seligman, 1991; Cameron et al., 2011). This mentioned positive organizational culture is the focus of the next session.

2.4.7. Positive Culture

Organizational culture has been present in several ways in the academic literature corresponding to some diverse focus of interest. In fact, organizational culture has been perceived, among others, as a background factor influencing the attitudes of individual organizational members and allowing for comparative management studies; as a system of shared knowledge; as a pattern of symbolic discourse; as an expression of unconscious psychological processes and as a corporate culture or a social glue that binds people together through their expressed values and beliefs (Alvesson, 2012).

In this study we are privileging the corporate culture *foci* of interest and defining positive organizational culture as a collective atmosphere of shared expressed values and beliefs in which positive emotions predominate over negative ones in the work environment (Pace, 2010).

As Schein would say: *“we are looking into a pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to organizational issues”* (Schein, 2010, p. 43)

It has been assumed that changes in the internal environment will over time lead to changes in the corporate culture, so managers and leaders can have a very determinant role in enabling a positive climate in the workplace by emphasizing positive opportunities and relationships rather than fixating on the negative or problematic. The fostering of compassion, gratitude, and forgiveness among employees is especially important in enabling a positive workplace climate. In a study of various companies with more positive climates (that is, that scored higher on compassion, forgiveness, and gratitude activities) these performed significantly better in profitability, productivity, quality, innovation, customer satisfaction, and employee retention (Jones et al., 2005; Pace, 2010).

Considering the relation between the effectiveness of change programs and positive culture there are many relevant factors, based on the workers reactions to change, such as the general atmosphere in which the change is occurring because the perception of the working environment in positive terms was found to predict change recipients' readiness for change, openness to change, and adjustment to it (Martin et al., 2005). Similarly, a positive

communication climate, or the existence of an “information environment,” also predicted workers readiness to change (Armenakis, Bernerth, Pitts & Walker, 2007; Holt et al., 2007). In other studies, cultural fit predicted reactions to the change program. Specifically, the degree to which the organization’s existing cultural values were aligned with the change vision and objectives predicted people’s readiness to change (Jones et al., 2005; Luthans & Youssef, 2007). In another study, the degree of perceived fit between the cultures of two merging organizations was negatively correlated with change-related stress (Cartwright & Cooper, 1993; Alvesson, 2012). Similarly, the degree of alignment between the organization’s structure, strategy, and technology was linked with the effectiveness of the change implementation and organizational performance (Lok et al., 2005; Oreg et al., 2011).

Many authors have demonstrated that organizational culture has an impact on many dimensions of organizational life, and that these effects extend longitudinally in a significant way, as culture may reinforce or hinder the purpose and goals of an organizational change program (Luthans & Youssef, 2007). As organizational culture is defined as a set of values and beliefs that guide and influence the behavior of organizational members, some studies consider that culture can only be assessed by qualitative methodologies, such as in-depth interviews and long term ethnographic investigations. These methodologies would however gather data difficult to systematize and compare although allowing for some depth and adaptability to the specific context (Fyock & Brannick, 2002). Other authors, on the other hand, propose the use of questionnaires, in order to obtain individual perceptions on organizational culture. These survey data present the advantages of comparability, repeatability, convenience, large scale and cost-effectiveness (Cameron & Quinn, 2011). Given the scope of this study and the fact that we have used a questionnaire to assess organizational culture proposed by Cameron, Bright & Caza (2004), we have found three predominant dimensions in order to diagnose a positive culture such as positive intentions, clear objectives and support but we will develop this further later on.

In this context and on the basis of the above summarized related studies and findings and the expected positive association between organizational variables and stress, we derive the following hypotheses between Organizational Virtuousness and Positive Culture and Stress:

Hypothesis 2: High levels of Organizational Virtuousness and Positive Culture are associated with low levels of stress in the following ways:

Hypothesis 2a): High levels of Trust are associated with low levels of stress.

Hypothesis 2b): High levels of Optimism are associated with low levels of stress.

Hypothesis 2c): High levels of Integrity are associated with low levels of stress.

Hypothesis 2d): High levels of Compassion are associated with low levels of stress.

Hypothesis 2e): High levels of Forgiveness are associated with low levels of stress.

Hypothesis 2f): High levels of Positive interactions are associated with low levels of stress.

Hypothesis 2g): High levels of Clear Objectives are associated with low levels of stress.

Hypothesis 2h): High levels of Support are associated with low levels of stress.

Based on all of the above considerations and insights, and the expected positive association between organizational variables and perceived organizational performance, we deduce the following hypotheses:

Hypothesis 3: High levels of Organizational Virtuousness and Positive Culture are positively associated with Perceived organizational performance.

Hypothesis 3a): High levels of Organizational Virtuousness (Trust, Optimism, Integrity, Compassion and Forgiveness) are positively associated with Perceived organizational performance (Comparison, Objectives and Development).

Hypothesis 3b): High levels of Positive Culture (Positive interactions, Clear Objectives and Support) are positively associated with Perceived organizational performance (Comparison, Objectives and Development).

2.4.8. Mediation effects of virtuousness and positive culture between the relationship of stress and perceived organizational performance.

In this section, we are interested in analyzing to what extent do positive practices have a mediation effect in the relation between stress and perceived organizational performance that we are assuming has a negative association. Research has been cited suggesting that amplifying, buffering, and heliotropic tendencies are inherently associated with positive practices (Cameron & Quinn, 2011).

In fact, we have previously referred to literature suggesting that positive practices enhance social capital, facilitate communication and cooperation, enhance employee commitment, foster individual learning, and strengthen relationships and involvement (Luthans & Youssef, 2007). Positive practices also foster pro-social behavior likely to lead to higher performance (Cameron, 2008). Investigating which factors, if any, serve as mediators in the relationship between stress and perceived performance is what we intend to do in this section.

To date, almost no attention has been paid to what factors might serve as mediators between positive practices and performance (Towler, Lezotte & Burke, 2011). It will certainly be a fruitful area for future investigations as limited examination has been pursued, for instance concerning certain industry dynamics like demographic differences, the size and structure of an organization, its culture, the profile of the top management team, the explicit and tacit goals and many other interesting features. So we will contribute to this discussion with the study of virtuousness and positive culture as mediators between stress and perceived performance (Veld, Paawe & Boselie, 2010; Gong, Chang & Cheung, 2010).

There is a propensity to focus on problems, challenges, and examine positive dynamics that may account for previously untapped variance in performance (Margolis & Walsh, 2003). We are assuming that when positive practices are given added emphasis, human systems tend toward positive change. High levels of effectiveness in organizations have been documented when the positive dominates the negative (Cameron et al., 2011). The perspective from positive psychology of exploring the relationships between organizational virtuousness and stress centered on its buffering functions as performance improvements are centered on its amplifying functions has reported significant association even in organizations that have experienced traumatic situations such as severe organizational changes (Cameron et al., 2004).

Assuming this positive framework, we have challenged our propositions with the possibility of virtuousness and positive culture figuring as mediators of this relation between stress and perceived performance. We acknowledge that stress will always exist in organizational life and surely not all has been explored to understand its various roles, functions and possibilities, ultimately how to manage its effects in accordance to organizational purposes and aspirations of sustainability and growth. For this reason, we are considering that virtuousness can have a different impact on this relationship with each one of the variables of trust, optimism, integrity, compassion and forgiveness. Thus, the same applies to positive culture that can show different individual results for positive interactions, clear objectives and support in the mediation of this relation between stress and the perception of performance (Beltrán-Martín et al., 2008; Chuang & Liao, 2010).

In this hypothesis, we are testing a mediation effect, as the mediator variable will allow for an explanation of the relationship between two other variables (Christ et al., 2010) and test “*how or why such effect occurs*” (Baron & Kenny, 1986, p. 1176). Therefore, we are assuming that these organizational virtuousness variables will be able to contribute for the explanation of the negative association between stress and perceived performance. In sum, considering all of the above and the figure below (Fig. 2 – Mediation effects, of Virtuousness and Positive Culture) where virtuousness and positive culture are presented as mediators between stress and perceived organizational performance, we are posing the following hypothesis:

Hypothesis 4: Organizational Virtuousness variables and Positive Culture variables mediate the relationship between Stress and Perceived Organizational Performance.

Hypothesis 4a: Organizational Virtuousness variables - Trust, Optimism, Integrity, Compassion and Forgiveness mediate the relationship between Stress and Perceived Organizational Performance.

Hypothesis 4b: Positive Culture variables – Positive interactions, clear objectives and support mediate the relationship between Stress and Perceived Organizational Performance.

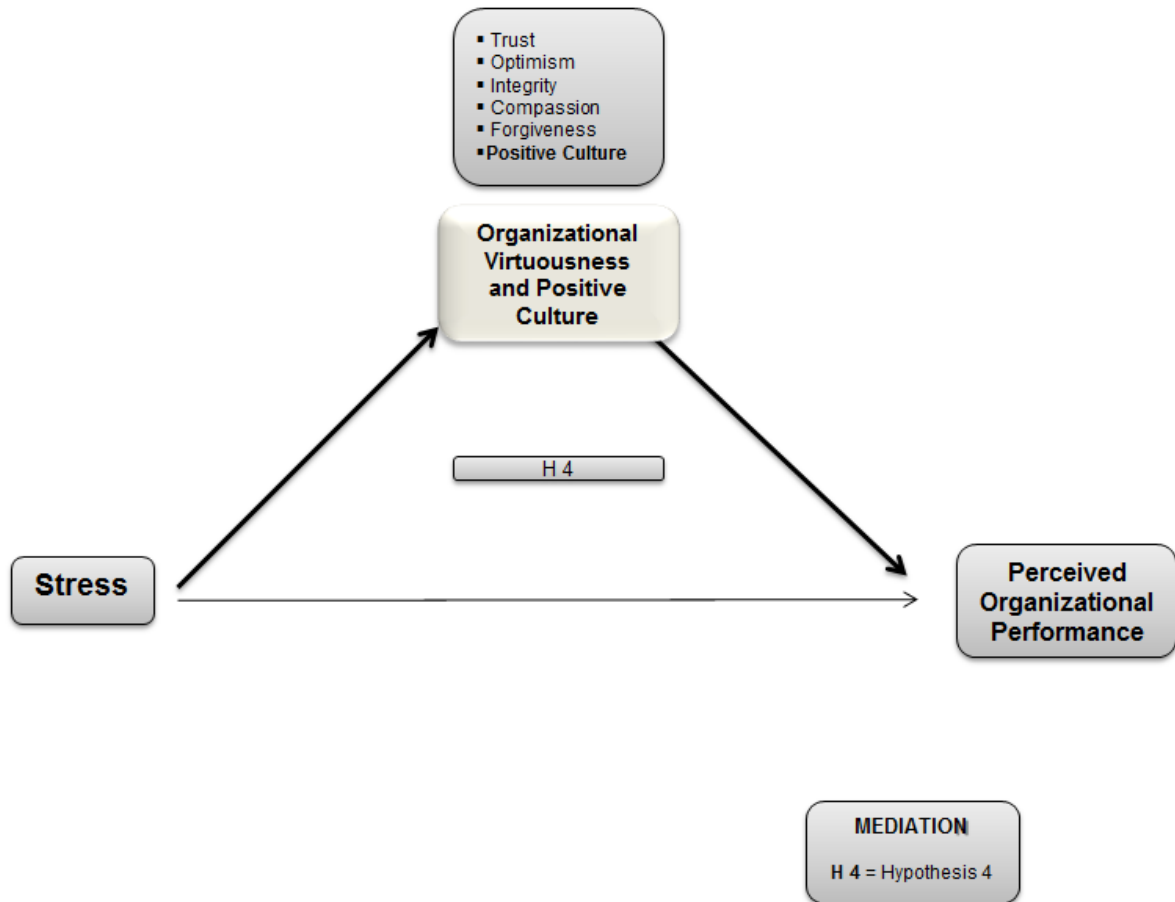


Figure 2 – Mediation Effects, of Virtuousness and Positive Culture.

We have proposed a theoretical model that combines organizational variables with individual variables as complementary strategies to reduce stress and improve performance, so we are suggesting that managerial interventions could be more effective especially in organizational change contexts if they adopted this double approach. In the next section we have considered some individual characteristics such as locus of control, self-esteem and workaholism to study their relevance in the impact of stress and performance in an organizational change context.

2.5. INDIVIDUAL BUFFERING STRATEGIES - LOCUS OF CONTROL, SELF-ESTEEM, AND WORKAHOLISM

As for the individual level, we have looked at the effects of locus of control, self-esteem and workaholism based on the literature that emphasizes the importance of these variables as buffering strategies towards stress, illustrating this association as we will further detail. Additionally, we are considering individual differences that although stable and structural are capable of transformation mostly as a result of the organizational context and setting and the individual awareness and intention to change (Peterson & Seligman, 2003; Van der Smissen et al., 2013).

This individual awareness implies a first step directed at developing better skills in understanding personal emotions and feelings so as to achieve a “*better dialogue between the head and the heart*” (Quick, Gavin, Cooper & Quick, 2004, p. 27). The second step is collective, requiring that people at work overcome other-destructive competitiveness in order to achieve cooperative, collaborative dynamics at work (Quick et al., 2004). The benefits of internal competition are not disregarded such as competence, achievement, and task mastery but cooperation in organizations has important outcomes as well, such as positive interdependence, mutual support, and the experience of psychological security. The personal impact of change is potentiated when perceived as impactful in the organizational change process determining the future of the organization (Van der Smissen et al., 2013).

Whether by elevating self-esteem; emphasizing internal locus of control to focus on the influence of the outcome and perceive the challenging situation positively or; working intensely as a way to prove a critical role in the organization or to simply work away from a disturbing atmosphere, all of these show adaptable behaviours considered as possible individual strategies to buffer stress. Considering these as effective strategies, the organization can promote the adequate atmosphere for these individual strategies to flourish. Therefore, managers have an important role in empowering these conditions and consequently providing a facilitating environment to mitigate the stress factor. Some authors have mentioned the importance of “reflection-in-action” or “double-loop learning” methodologies to facilitate the individual move through the change process (Argyris, 2005), enhancing an individual’s ‘sense of coherence’ to move from preparation to action (Caldwell et al., 2004; Wright & Quick, 2009).

2.5.1. Locus of Control

Locus of control is a concept originally developed by Julian Rotter (Rotter, 1966) that represents how individuals see their own actions affecting the events surrounding their lives (Lefcourt, 1982; Martin *et al.*, 1984) and the extent to which people perceive the influential forces in their lives as lying within (internal locus of control) or outside of themselves (external locus of control). The internal locus of control refers to people who accept responsibility for events (Davis & Davis, 1972) and external locus of control for individuals who blame their environment for failures (Phares, 1976; Wang, 2010).

Evolving from Julian Rotter's original one-dimensional formula called the Locus of Control Reinforcement within his work on Social Learning theory, Hannah Levenson developed the concept with three independent dimensions, the internality/externality agent related; powerful others and chance related locus of control (Levenson, 1973). The work of Steptoe and Wardle (2001) has shown that some associations between locus of control and behaviour are in fact distinct for internal/external, powerful others and chance related locus of control. This corroborates the validity of a multidimensional approach confirming that the internal-external dichotomy may be too simplistic to capture all the complexities of human control beliefs.

Since Rotter's original formula, the assumption that behaviour is possible to change is crucial for the discussion of this theme in an organizational perspective, based on the belief that by modifying human thoughts or human settings, behaviour is changeable (Ng, 2006). In sum, locus of control is perceived as a source of control over our behaviour with varying degrees, reflecting how influential we believe our efforts and actions will be towards the desired outcomes (Connolly, 1980; Lievens *et al.*, 2008). Internals view themselves, then, as exerting significant influence over the course of their own lives and externals tend to believe events are unrelated to personal effort or influence. It is true that we are mentioning the continuum of internal-external; hence in every person we will find traces of both, so the question will be, in fact, the degree of each (Wang, 2010).

One trait that has been linked with reactions to change is locus of control (Rotter, 1966). In a number of studies, an internal locus of control was positively correlated with positive reactions to organizational change (Holt, Armenakis, Naswall, Sverke, & Hellgren, 2005; Feild & Harris, 2007). For instance, managers with an internal locus of control were less likely to report experiences of losing control over their jobs during an organizational change

program (Fried et al., 1996; Naswall et al., 2005). Similarly, the tendency to make internal attributions was negatively related to levels of mental health complaints, job dissatisfaction, and job-induced tension, and positively related to emotional adjustment (Oreg et al., 2011).

2.5.1.1. Locus of Control and stress

Considering the relation between stress and locus of control, theoretical and empirical literature clearly supports the role of cognitive activity as a key mediating variable between a stimulus and a stress reaction (McGrath, 1976; Chan, 1977; Jennings, 1990). This appraisal of response capability is influenced by the individual's expectancies or locus of control (Rotter 1975; Phares 1976; Thomas, 2009). Therefore the perceptions of work stress may be buffered by individual differences, such as Locus of Control.

Research has indicated that differences in coping styles do exist between internals and externals. Phares has argued that such cognitive differences, coupled with a generalized belief in the efficacy of one's own efforts, may in fact provide internals with a stronger basis for coping with stress and reducing anxiety (Phares, 1976; Wang, 2010). In this stream, most psychologists (Simons, Irwin *et al.*, 1987; Kammeyer-Mueller, 2009) tend to believe that internal locus of control individuals are psychologically healthier than external locus of control individuals and that there is good reason to believe that external control orientation and abnormal personal functioning are correlated.

It seems that individuals with internal locus of control experience lower anxiety (Daniels & Guppy, 1992; Cunningham et al., 2002) and that it is positively related to perseverance (Weiss & Sherman, 1983; Firth et al., 2004), creativity (DuCette, Wolk *et al.*, 1972; Byron, 2010), achievement (Messer, 1972; Srivastava, 2009), information seeking (Cooper, 1971; Erez et al., 2001), self-esteem (Heaton and Duerfeldt, 1973; Kammeyer-Mueller, 2009), and a favourable outlook towards the future (Smith, Steinke *et al.*, 1973; Avey, 2009). In a number of studies, in which internals and externals were exposed to a variety of tasks designed to be stressful, internals obtained and utilized information more effectively (Spector, 1982; Holt et al., 2007), were better at using their experience on a task to improve their performance (DuCette & Wolk, 1973; Thomas, 2009), and experienced less debilitating anxiety (Butterfield, 1964; Wang, 2010). Internality is also a more desirable social and

personal orientation and a more effective mode of functioning with others (Lefcourt, 1976; Fusilier et al., 1987; Naswall et al., 2005).

There is extensive research in psychology linking locus of control and stress management. Chan suggests that when people perceive that they are in control of a certain situation they are less likely to perceive the situation stress-inducing because it is not so threatening (Chan, 1977, Podsakoff, 2007). Ivancevich and Matteson also believe that locus of control and adaptations to stress are related (Ivancevich & Matteson, 1980). Jennings found associations among overall stress, locus of control (Jennings, 1990) and nonwork stress (v.g. environmental stressors such as finances or parenting).

An internal locus of control individual will articulate that the stressors that surround him are perceived as a challenge and not necessarily as a threat (Vitaliano *et al.*, 1987; Firth, 2004). Internals perceive less exhaustion and stress because they have a better capability to manage politics inside the organization, be influential, gather information and distribute it wisely and thoughtfully and consequently feel a higher level of job satisfaction (Rees & Cooper, 1992; Schleicher et al., 2004). Therefore, individuals with internal locus of control are more likely to take action in order to cope with the stressor and benefit from sources of social support (Ringer & Boss, 2000). Conversely, externality is positively correlated with general life stress (DiMatteo, Shugars *et al.*, 1993; Gianakos, 2002), job stress (Evans & Coman, 1993; Ng et al., 2006) and emotional exhaustion (St. Yves *et al.*, 1989; King, 2004).

Organizational psychologists have traditionally tried to reduce the effects of stress more than the presence of stressors at work. As a consequence, the main focus of interventions has been on people instead of job context (Quick *et al.*, 1997; Srivastava, 2009). However, these authors point out that it is necessary to emphasize interventions at an organizational level that foster primary intervention, so using strategies to reduce stressors is critical. Rodríguez and her colleagues came to the conclusion of the importance of the locus of control as a buffer for stress but suggesting that a micro approach has to be considered in addition to macro interventions. Therefore managers should be trained to be sensitive to local and individual reactions to stress in work settings (Rodríguez, Bravo *et al.*, 2001). They also pointed to the fruitfulness of considering more complex models of job stress, whereby individual and organizational variables should be studied simultaneously (Rodríguez, Bravo *et al.*, 2001).

2.5.1.2. Locus of Control and performance

Research on the association of Locus of control and performance has revealed that internal locus of control coping strategies towards job stress can be relevant to improve organizational performance. In fact, internals have shown to be more proactive in dealing with stressors, as most externals refrain from action adopting a passive attitude since they find no correlation between their efforts and the desired results concerning stress and performance (Kahn & Byosiere, 1992; Ng et al., 2006). Consequently, those with an internal locus of control in contrast to those with an external locus are expected to show higher levels of health, well-being and better levels of performance when confronted with job stress.

The results of these studies are important not only from a theoretical point of view but also for practical reasons because if organizations are seeking good performance results they must in fact design intervention strategies to help their workers increase preventive instruments such as higher internal locus of control. Interventions can be carried out at an organizational or individual level (Quick, Quick *et al.*, 1997; Thomas, 2009) and seem to be even more crucial in organizational change contexts.

Either by changing working conditions or increasing the resistance of people to work stress, both paths seem adequate and appropriate to provide a performance promoting atmosphere. In sum, managers should ensure that their decisions are reliable and aligned with the values, culture and practises of the organization, most particularly in what refers to performance and merit focus (Erez, 2001; Holt et al., 2007).

Locus of control has a strong relationship with self-esteem and these two variables are in many studies object of joint analysis. Self-esteem components have a positive and meaningful relationship with internal locus of control, although this relationship becomes negative while talking about external locus of control. In a recent study, all grades of self-esteem components were predicted by internal locus of control (Saadat et al., 2012). Therefore, we will now proceed with the study of self-esteem and most particularly in what concerns its association to stress and performance

2.5.2. Self-esteem

Self-esteem is a motivational belief that concerns personal judgements of self-worth, and self-concept typically referring to a composite self-image adopted from the views of others (Klassen, 2004). It is based on how the individual evaluates his skills and outcomes, his own worth and self-concept, self-regard and self-respect, on the overall value that one places on oneself as a person (Harter, 1990; Olsen, 2008). In general, the person will be self-assessing if its resources and level of mobilization are sufficiently capable of driving them towards the set of goals that require intentions and actions to be successfully fulfilled. These levels of performance will on the other hand influence behaviours, acts and feelings towards others and within their organizational context. In this organizational perspective, it depends on how much the individual can contribute through his abilities to the desired result, as a part of the unified effort of collective achievement, based on his level of self-esteem (Mruk, 2006). In this stream, there are valuable studies examining a positive relationship between self-esteem and job involvement (Brown, 1996), job satisfaction and in-role performance (Judge & Bono, 2001).

Self-esteem has been analysed based on a self-consistency theory (Korman, 1970; Judge et al., 2002), suggesting that employees are motivated to maintain consistency with the favourable or unfavourable views of themselves, this is their high or low level of self-esteem. On the other hand, self-enhancement theory (Dipboye, 1977) and self-theory (Leonard, Beauvais, & Scholl, 1999) argues that workers are motivated to maximize their levels of self-esteem even the low ones in order to control the damage and attribute failure to the lack of effort and not of competence (Saadat et al., 2012).

So people differ in the degree to which they like or dislike themselves. The relevancy this may have concerning organizational behaviour seems to be crucial because it's linked to the expectation of success and the ability to reach it individually and consequently organizationally. Self-esteem has been recognized to be linked to the perception of control in the sense that to help us maintain a positive self-image and prevent unflattering comparisons (Teigen, 1995; Baumeister et al., 2003) with others, we tend to overestimate our degree of control over positive outcomes and underestimate our control over negative outcomes. Similarly, with others we do the opposite, we underestimate the degree of control of others over positive outcomes and overestimate their control over negative outcomes. Furthermore, when an event is perceived to be under our personal control, it does not produce as much stress as one perceived to be uncontrollable because it is not so threatening (Ortony, 1988;

Friedlander et al., 2007). Self-esteem is also connected with the perception of effort as we tend to consider ourselves and others more deserving of success, and less deserving of failure when the effort was intense (Graham, 1993; Garner et al., 2004).

The most generalized findings show that people with low self-esteem are more susceptible to external influence than high self-esteem ones, because they are more dependent on receiving positive evaluations from others, therefore more likely to seek approval from others and more prone to conform to the beliefs and behaviours of those they respect. In managerial positions, people with low self-esteem will tend to be concerned with pleasing others and, therefore, are less likely to take unpopular measures than high self-esteem ones (Robbins, 1991; Olsen, 2008). In a study developed in the University of Florida, its authors (Judge *et al.*, 2002) described that an individual who scores high on core self-evaluations is normally someone who is balanced, well adjusted, positive, self-confident, persuasive and shows internal locus of control. In short, they argue that high self-esteem and the other core traits result from a broad, general, positive self-regard. So people with a higher self-esteem take more risks, use more unconventional methodologies and methods and believe that success will be determined by the intensity they put in the course of actions necessary in order to reach it (Naswall, 2008).

2.5.2.1. Self-esteem and stress

Many studies (Ingram & Wisnicki, 1988; Ingram et al., 1990; Lane et al., 2004) of stress vulnerability factors and stress buffers have concluded that increased self-esteem may help to buffer the effects of stress. Kammeyer-Mueller (2009) has investigated how individual differences may influence stress coping styles focusing on a core self-evaluation factor obtained by summing scores of self-esteem, locus of control and emotional stability into a single score (CSE). This study concluded that individuals with high CSE, practise more problem-solving coping than individuals with low CSE, normally more prone to use avoidance and emotional coping strategies.

Albertsen (2009) refers to "*interpersonal relations at work as well as individual factors playing a prominent role in the change of stress symptoms*" (p. 81) resultant from organizational changes involving major transitions in the work environment, referring in particular to

performance-based self-esteem. Performance-based self-esteem has been presented as a factor dependent on how workers will perform in roles considered to be critical for their own realization, therefore in case of failure, more vulnerable to burnout (Hallsten et al., 2005).

2.5.2.2. Self-esteem and performance

Organization-based self-esteem (OBSE) refers to the workers' beliefs concerning their worth and added-value as members of an organization. Therefore it is a contextual construct for work life that assumes that individuals who perceive themselves as worthy and valuable in general normally have the same perception of themselves in their working environment meaning that general self-esteem has a causal positive effect on OSBE's levels (Chen, Goddard, & Casper, 2004). This research has also found positive relationships between OBSE and performance and refers that general self-esteem and OBSE are positively related to each other (Pierce & Gardner, 2004).

The association between higher self-esteem and better performance translates this stress buffer effect but also the fact that a high self-value is more demanding with performance outcomes because based on a self-challenge attitude of goal achievement and above mean results (Pierce & Gardner, 2004). Therefore, worker's beliefs about their competences and attributes are a good predictor of higher performance levels (Bowling, 2010).

In sum, it seems that interventions in organizations designed to improve feelings of control, self-image and positive states might be very helpful for more effective coping strategies by reducing perceptions of stressors at work (Kammeyer-Mueller, 2008). Additionally, many studies argue that interventions should attempt to change the workers context specific self-esteem rather than the general self-esteem because as a personality trait it is assumed to be rather stable and less responsive to change behaviour efforts (Lee & Peccei, 2007).

Furthermore, some workers try to cope with stress resultant from organisational change scenarios by improving the time they spend at work, unconsciously or consciously believing that this behaviour will protect them from negative consequences namely from downsizing – this is why we will be addressing Workaholism in our next section.

2.5.3. Workaholism

According to Spence & Robbins, the first researchers to define Workaholism (although apparently Oates, 1971 was the first one to use the term), workaholic is a person who *"is highly work involved, feels compelled or driven to work because of inner pressures, and is low in enjoyment at work"* (Spence & Robbins, 1992, p. 165). This low enjoyment at work was challenged later by other researchers such as Andreassen et al., 2010 who distinguished among enthusiastic and non-enthusiastic workaholics and the first ones found great pleasure in their working activities on the contrary of the later ones. So the concept of workaholism is about working excessively (behavioural) and compulsively (cognitive) with an effort that does not derive from external needs and is in much more in quantity than the organization would expect (Schaufeli et al., 2008a; Erkmen et al., 2010).

Some have tried to define workaholism in terms of the number of hours worked, so workaholics were those who worked at least 50 hours per week (Mosier, 1983; Brett & Stroh, 2003). Differently and despite the numbers, many emphasize that work addiction is primarily about attitude, compulsion, focus, fixation, and orientation, not about the actual hours that are put in the job as this might neglect its addictive nature (Fassel, 1990; Shimazu, 2010). There are in fact many typologies of workaholism: Scott et al., 1997 identified three types of workaholics, the compulsive-dependent (recognize the addiction but are not able to overcome it, so this type is positively related to stress and negatively to job performance); the perfectionist (scrupulous, detailed and obsessive, create hostile interpersonal relationships, therefore, high in stress and low in performance) and the achievement-oriented (show a highly competitive nature and are high in stress and in performance if organizational rewards exist and personal demands are low).

Further, Robinson, 2000 suggested the existence of relentless (high in work initiation and completion; bulimic (low in initiation but high in completion); attention-deficit (high in initiation but low in completion); and savouring workaholics (low in both work initiation and completion). More recently, Schaufeli et al., 2009 classified work patterns in relaxed workers (low in working excessively and compulsively); hard workers (high on working excessively); compulsive workers (high on working compulsively); and workaholics (high in working excessively and compulsively). Moreover, the different types of workaholic behaviour

patterns, have unique and various antecedents and consequently, diverging outputs (Burke, 2006).

So we can gather that in general, researchers have used the words work addiction, excessive work or Workaholism interchangeably and despite all of these broad and varying definitions and typologies, there is still further research to be done as consensus seems far from reach regarding the complexity of the phenomena of Workaholism and the eventual association of its behaviours with personal indicators, such as psychological and physical health and self-esteem. In sum, research on Workaholism seems to be vulnerable in finding acceptable and universal definitions and measures (Scott, Moore *et al.*, 1997; Tabassum, 2012).

Workaholism has been mainly studied in terms of its implications in the workplace and in career counselling and development (Matthews & Halbrook, 1990; Chaska, Eaton *et al.* 1992; Andreassen, 2010). Curiously, throughout the years the question has been raised on whether workaholism could in fact, or even should, be mitigated or reduced (Seybold *et al.*, 1994; Porter 1996; Bakker, 2009) and nowadays although policies of work life balance are widely considered the benchmark of best practises, many organizations seem to continue appraising long hours and continuous availability of its workers (Erkmen, 2010). It is in fact considered to be a “clean” addiction prized by businesses and corporations (Gini, 1998) and has been hailed as a positive addiction in the literature by some management consultants (Machlowitz, 1985) that view it positively from an organizational perspective (Sprankle & Ebel, 1987; Burke *et al.*, 2009). Moreover, workaholic leaders appreciate workaholic behaviour from their workers (Shimazu *et al.*, 2009). Conversely, some authors refer to the positive outcomes of workaholism emphasizing the challenge of engagement, effective connectivity and organizational commitment (Schaufeli *et al.*, 2008a). Nevertheless, most authors view workaholism negatively (Oates, 1971; Schaef and Fassel, 1988; Killinger, 1991; Jones *et al.*, 2006; Schaufeli, 2008b) referring to what may be seen as a short-term gain but surely a long-term loss²¹.

Specific strategies to address Workaholism in work settings have been identified from many researchers (Robinson and Post, 1995; Bakker *e al*, 2007; Burke *et al.*, 2009). These include effective problem solving, better communication, more clearly established task and participation roles, more team work, greater effective responses, more affective involvement,

²¹ Japanese use the term Karoshi to refer to conditions under which men and women drop dead from work addiction. In Japan, among corporate workers in their 40's and 50's it has become so common that the Japanese workplace was once dubbed “a killing field” (Ishiyama and Kitayama, 1994).

and higher general family, colleagues and work life functioning and balance. All are factors that are typically missing from workaholic atmospheres but can be intentionally addressed by organizational leaders in order to mitigate its effects, most especially in times of high tension resultant from organizational changing processes or conditions. These findings raise potential avenues for intervention as they reveal that by increasing levels of satisfaction experienced in the workplace, the management is able to decrease the addictive or compulsive aspects that comprise feelings driven in the work setting.

Organizations should recognize workers who are productive and balanced and ensure that addictive behaviours are addressed as such. Vulnerable working conditions (overload, excessive control, mistrust, insecurity, unfairness, lack of meritocracy and equity) can trigger inappropriate behaviours, so organizational development policies and practises should ensure favourable atmospheres, promoting and persuading positive changes (Haas, 1991; Tabassum, 2012). Managers have a very important role in assisting and encouraging employees (Naughton, 1987; Taris, 2010) in the changing process by prioritizing projects with well-known deadlines, providing stress management and time training, using mentoring and coaching methodologies to facilitate more delegation and empowerment of team work and in general healthier and balanced corporate values and programs (Bartolome and Evans, 1980; Shimazu, 2011).

2.5.3.1. Workaholism and stress

In fact, the negative consequences of workaholism have proven to be associated with stress burnout behavioural patterns (Robinson 1989; Fassel 1990, Ng, 2007; Schaufeli, 2008a) within the organizational context, leading to absenteeism, withdrawal, low productivity, high turnover costs, mistakes, and accident proneness on the job (Haraguchi *et al.*, 1991; Burke, 2009). Workaholics seem to experience more job stress than others and a feeling of being overwhelmed by their responsibilities because of their lack of delegation and excess of perfectionism pursuing this work addiction at the expense of other roles in life (Ng *et al.*, 2007).

By acknowledging the negative effects of workaholism, many pieces of work have focused on ways to reduce its levels, either through individual and family therapy methodologies like

individual counselling (Workaholics Anonymous and Self-help programs), (Robinson 1997a, 1999b; Schaufeli, 2006) or emphasizing on organizational and managerial interventions.

Although educated on the paradigms of competition and rivalry, most managerial best practises have increased the value of team work over individual results and emphasized the importance of interpersonal characteristics and emotional intelligence, defending that sensibility and intuition avoid excesses and reflect positively in work performance and development. Instead of having work as a shield to protect from feelings and emotions such as lack of confidence and self-worth, buffering anxiety and job non-satisfaction, the modern agenda is to prove added value for collective efficiency and productivity (Robinson 1998; Van Wijhe, 2010) since workaholics will respond to both success and failure by simply working more, but not necessarily better.

2.5.3.2. Workaholism and performance

Concerning performance, many have referred to workaholics as individuals that “*work hard rather than smart*” (Tabassum, 2012, p. 87) because they tend to create difficulties among their teams, be too rigid with details, rather inflexible with creative or alternative ways or working and reluctant to delegate authority and empower the talent of their co-workers, leading to a negative relationship with performance (Shimazu, 2009). Therefore, many studies have corroborated that Workaholism has a mean adverse effect on health and performance (Shimazu, 2010).

Economic hard times and the fear of downsizing as unemployment rates have never been so high, has led workers to feel threatened, endangered, and at risk. Life seems to be a stress test and a cumulative injury disease where surely competition strategies prevail over any cooperative ones (Spruell, 1987; Taris, 2010). These times of uncertainty and insecurity increase what has been so-called as “situational workaholics” who seem not to have a workaholic personality or an inner psychic need for prestige (Oates, 1971; Erkmen, 2010) but work to achieve job security. An organizational situation or event like a merger, leader change, legal change, and organizational change may prompt people to work late and keep constantly worried with their jobs. Consequently, workaholism functions as a coping device, a

means of dealing with life's problems by working harder as work is the sole reservoir of identity and security (Gini, 1998; Shimazu, 2011).

A Workaholic tries to make himself look irreplaceable by working ceaselessly, refusing to delegate, and trying to show among other people – all in the hope that he will be admired, loved, envied, or at least kept in the organization (Stevens, 1972; Erkmen, 2010). In sum, we are acknowledging that the influence of the external context overwhelmed with uncertainty and anxiety about the organizations future and direction, and therefore its workers professional content and status, which is definitely the case in result of the Portuguese public sector reforms, tends to increase workaholism attitudes, either situational or not, in the hope of lowering stress and showing incremental perceived performance.

As stated in these previous sections, we are assuming that in an organizational change context of public reforms, individuals – workers and managers – might use self-esteem, locus of control and workaholism strategically, as stress buffers that ultimately will have a favorable impact on the performance of these organizations. So, we will question in hypothesis 5, if these variables contribute to decrease the levels of stress, and in hypothesis 6 we will test their relationship with perceived organizational performance. We acknowledge that the coping strategies will differ as each one of these variables is used differently by people while coping with stress and is also influenced by the diverse organizational culture settings of the organizations we have studied, so this will lead us to our next hypotheses 5 and 6:

Hypothesis 5: Individual variables of locus of control, self-esteem and workaholism are associated with low levels of stress in the following ways:

Hypothesis 5a): High internal locus of control is associated with low levels of stress.

Hypothesis 5b): High levels of self-esteem are associated with low levels of stress.

Hypothesis 5c): High levels of workaholism are associated with low levels of stress.

Concerning the association between these individual variables and performance, we have formulated the following hypothesis:

Hypothesis 6: Individual variables of locus of control, self-esteem and workaholism are positively associated with perceived organizational performance in the following ways:

Hypothesis 6a): High internal locus of control is positively associated with perceived organizational performance.

Hypothesis 6b): High levels of self-esteem are positively associated with perceived organizational performance.

Hypothesis 6c): High levels of workaholism are positively associated with perceived organizational performance.

We have also tested the possibility of the individual variables of Locus of Control, Self-esteem and Workaholism having a moderating effect in the relationship between stress and perceived organizational performance, so we will develop this theme in the following section.

2.5.4. Moderation effects of individual variables - Locus of Control, Self-esteem and Workaholism - between stress and perceived organizational performance.

As we have stated in previous sections, many studies have shown the potential of individual variables to moderate stress-strain relationships, such as locus of control, self-esteem and workaholism (Kahn and Byosier, 1992, Cunha e Cooper, 2001; Lam & Schaubroeck, 2000). The moderation effects mean that these variables will affect the direction or the strength of the relation between the independent variable or predictor – stress – and the dependent variable or criterion – perceived organizational performance. Specifically within a correlational analysis framework, a moderator is a third variable that affects the zero-order correlation between two other variables. We have set in hypothesis 1, a negative association between stress and perceived organizational performance. Assuming this hypothesis is confirmed in this investigation, we are now questioning if these individual variables have an impact in this relationship, either by contributing to lower the stress levels or incrementing the perception of performance improvement.

In this context, we are testing a moderation effect and not a mediation effect because a moderator variable is one that influences the strength of a relationship between two other variables, and a mediator variable is one that explains the relationship between the two other variables (Christ et al., 2010). As Baron and Kenny, 1986 put it: "Whereas moderator variables specify when certain effects will hold, mediators speak to how or why such effects occur." (Baron & Kenny, 1986, p. 1176). We are not assuming that these individual variables explain the relationship between stress and perceived performance but that they can influence the strength of the negative association between them. So, hypothesis 7 is as follows:

Hypothesis 7 Individual variables of Locus of Control, Self-Esteem and Workaholism moderate the relationship between Stress and Perceived Organizational Performance.

2.5.5. Hypothesis and Research Model

To summarize, we are presenting below in Fig. 3, all the variables studied and their expected relationships and in Table 1 we are illustrating the Hypothesized Model with all the formulated hypotheses and the corresponding links to the questionnaire.

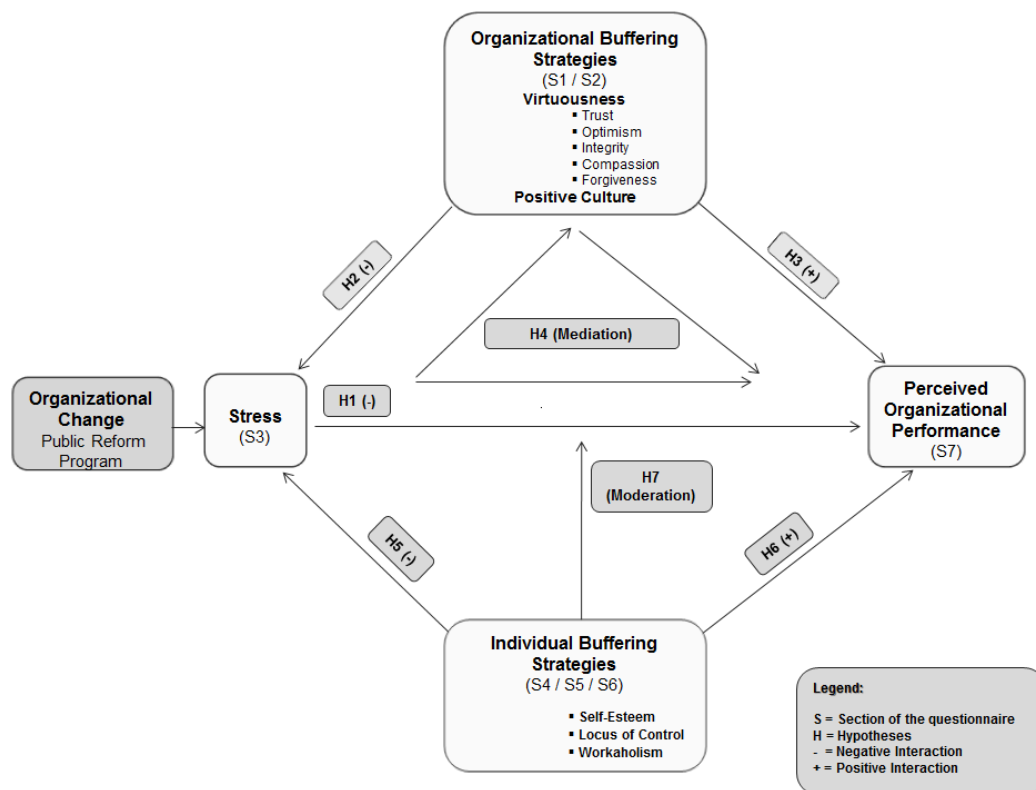


Figure 3 – Research variables expected relationships.

Table 1 – The Hypothesized Model

	Hypothesis	Link to Questionnaire
Hypothesis 1	<i>Stress is negatively associated with perceived organizational performance</i>	Section 3 (Stress) - Section 7 (Perceived organizational performance)
Hypothesis 2	High levels of Organizational Virtuousness and Positive Culture are associated with low levels of stress.	Section 1 (Org. Virtuousness) and Section 2 (Positive Culture) – Section 3 (Stress)
Hypothesis 3	<i>High levels of Organizational Virtuousness and Positive Culture are positively associated with Perceived organizational performance.</i>	Section 1 (Org. Virtuousness) and Section 2 (Positive Culture) – Section 7 (Perceived organizational performance)
Hypothesis 4	<i>Organizational Virtuousness and Positive Culture variables mediate the relationship between Stress and Perceived Organizational Performance.</i>	Section 1 (Org. Virtuousness) Section 2 (Positive Culture) – Section 3 (Stress) – Section 7 (Perceived organizational performance)
Hypothesis 5	<i>Individual variables of locus of control, self-esteem and workaholism are associated with low levels of stress.</i>	Section 4 (Locus of control) Section 5 (Self-esteem) Section 6 (Workaholism) – Section 3 (Stress)
Hypothesis 6	Individual variables of locus of control, self-esteem and workaholism are positively associated with perceived organizational performance.	Section 4 (Locus of control) Section 5 (Self-esteem) Section 6 (Workaholism) – Section 7 (Perceived organizational performance)
Hypothesis 7	Individual variables of Locus of control, Self-esteem and Workaholism moderate the relationship between Stress and Perceived Organizational Performance.	Section 4 (Locus of control) Section 5 (Self-esteem) Section 6 (Workaholism) – Section 3 (Stress) Section 7 (Perceived organizational performance)

So in Chapter 2 we have described all the main themes and variables used in this study – organizational change, stress, perceived organizational performance, virtuousness, trust, optimism, integrity, compassion, forgiveness, positive culture, locus of control, self-esteem and workaholism to embrace the organizational and the individual dimensions of our central subject concerning the impact that Governmental reform programs have in public institutions, as a source of work stress, namely referring to their workers and managing teams. In the next Chapter we will present the methodology and the description of the public organizations studied, as well as the analysis of the two studies developed using their data.

The real voyage of discovery consists not in seeking new lands but seeing with new eyes

Marcel Proust

CHAPTER 3 – EMPIRICAL STUDIES AND ANALYSIS

In this Chapter we will describe the methodology used to test the framework object of this study, pursue with the description of the measures chosen and finally present the tests for the two empirical studies.

In the first empirical study we are looking at the impact of organizational and individual buffering strategies in stress and perceived organizational performance resultant from severe public reform programs. In the second empirical study we will be focusing on a quasi-longitudinal analysis for IEFP and ITIJ in years 2005 and 2007.

3.1. METHODOLOGY

Concerning methodology we have selected from the revised literature and from previous tools already used and tested, most of the instruments considered to be significant to the scope of this investigation.

3.1.1. Sample Description and Procedure

In this section, we have integrated the insights gained from the literature review, the use of some in-depth interviews, a pilot study and the actual survey as the main procedures used to collect data. The use of such methods may gather accurate, less biased and high quality data (Sekaran, 2003).

Sample Description

The six public institutions chosen are engaged in a diverse field of activities that include health, tourism, economical activities, training and education. The common basis among all of them is that they are entirely public, report to the central Government and have gone through a public reform program and consequently been under a change management context. We have chosen these six institutions for the following four main reasons:

1) They were all going through a transformational process as a consequence of the Governmental reform program; 2) They all represented the sectors perceived as having the most growth rate potential in the years to come (Cadilhe, 2005); 3) They all had already created internal programs to address the Governmental challenge of implementing measures in order to achieve the macro objectives proposed and, 4) They all responded more efficiently to our request as we had a pool of many organizations to contact and settled with the ones that answered more effectively and gave us more confidence and reassurance that we could rely on their internal services to launch the survey and gather the necessary information.

Further is a brief description of these six public institutions.

3.1.1.1. Organizations studied

IEFP (Instituto de Emprego e Formação Profissional)

IEFP was created in 1979 and in 2014 has an annual budget of 959.475.053 Euros. Nowadays, IEFP counts with 3213 employees (3849 in 2005 and 3696 in 2007), distributed along all the country, 60% of which are female, 55% have a university degree, average seniority is 16 years and average age is 44 years old. IEFP is the Employment and Training Portuguese Institute responsible for the execution of all the public programs of employment and vocational training depending upon the politics defined by the Minister of Solidarity, Labour and Social Security. It has a network of regional Labour Centres that covers all the national territory. Nowadays, the biggest challenge for IEFP is finding ways to address and

balance the adverse scenario of high rates of unemployment and the reduction of social benefits and compensations.

IEFP manages many programmes and projects that intend to support unemployed people and get them back in the labour market through professional training, labour reconversion and the access to social subsidies. In 2005 as a response to the Governmental reform program, this institution had already organized two surveys (one for workers and one for supervisors) with the objective of involving everyone in the change process and having a recent diagnosis of the organizations social climate in order to decide, aligned with the Governmental program, which should be the priorities for the organization. The organization had also been able to implement the performance appraisal system (SIADAP) as a consequence of this public reform program.

Therefore, for IEFP, the three main objectives with this reform program were:

1. To eliminate activities not considered core business and outsource these (examples like transportation or design and graphics).
2. To simplify processes and eliminate non-critical functions although this did not mean reducing people but just reorganizing the labor force with adequate training into new areas to increase overall productivity.
3. To implement technology necessary to reach out to the workforce spread all over the country and improve information sharing and communication strategic thinking as an effective tool to monitor and assess the change program.

ITIJ (Instituto das Tecnologias de Informação na Justiça)

ITIJ was the Information Technologies Portuguese Public Institute responsible for information technology in the Justice Government department and for the technical support of all the elections launched in the country. In 2012, it had 125 workers (123 in 2005 and 126 in 2007), 13 of these were top managers, 55% were women, 62% had university education, 47 years old was the average age, and 28.000,00 Euros was the average gross salary year of these public employees. Interestingly, as a result of the PREMAG Governmental reform

program (Plano de Redução e Melhoria da Administração Central) this public institute was extinct, as well as IGFIJ (Instituto de Gestão Financeira e de Infraestruturas da Justiça) and both were merged, giving birth in August 2012, to the quite recent IGFEJ (Instituto de Gestão Financeira e Equipamentos da Justiça).

This institute's main activities concerned studying, conceptualizing, conducting, executing and assessing the IT plans and updates for all the services in the justice department (Courts, Notaries, Civil, Commercial, Automobile and Real Estate Registers) and Ministry of Justice from whom it depended, as well as regarding its various communication networks. ITIJ was one of the most important public institutions concerning the goals of the governmental reform programs known as PRACE and PREMAC because it was able to encounter technical solutions to reduce bureaucracy (one identity card that holds five previous cards; facilitating entrepreneurship with the program "creating a company in a minute", the unique automobile card, among many other relevant and practical transformations) and one of the most relevant institutions related to the reforming of the justice department that some claim to be the most critical element of inefficiency and lack of productivity in the public sector in general and for economic development in particular.

For ITIJ, the three main objectives with this reform program were:

1. To eliminate bureaucracy and activities or procedures that are not considered crucial or necessary in all justice and administrative departments, most especially the ones in direct contact with the citizens.
2. To implement a technological platform where citizens can search and deliver official forms necessary for judicial and formalized acts, using it as a communication tool towards the citizen's needs and requirements with a help desk/service desk function.
3. To develop assessment methodologies and key performance indicators to be used in the performance evaluation system (SIADAP) not yet implemented and a Balance Score Card system that will be developed to operationalize practices of an improvement quality service policy standard.

IAPMEI (Agência para a Competitividade e Inovação/Instituto de Apoio às Pequenas e Médias Empresas e à Inovação)

IAPMEI is a public institute created 30 years ago, nowadays with 390 workers, 64% are female, 53% have a university degree, average age is 44 years old, and it responds to the Ministry of the Economy, Innovation and Development. IAPMEI's principal activity consists in supporting companies in general but particularly micro, small and medium sized companies (more than 90% of Portuguese companies fall in this SME typology) through technical expertise and financial cooperation actively promoting entrepreneurship, innovation and partnerships.

For this purpose, IAPMEI provides services in the following areas: concession of grants or access to investment based on different sources of financing through partnerships with Banks, Venture Capital, Participating Bonds, Mutual Guarantees, Fixed-Asset Management Funds and access to "Second Market" among others. Additionally, IAPMEI technically supports companies in many expertise management fields and functions as an institutional and bureaucracy facilitator and business enabler through networking and associations. In this context, one of the most popular modernization measures of IAPMEI was the launching of a regional network of Business Formalities Centres in which a start-up company can be created in a few hours instead of the traditional six months and without the intervention of a lawyer turning this into a simpler, cheaper and extremely more efficient process. In conclusion, IAPMEI's main concerns are towards modernisation, innovation and competitiveness in the industrial, trade and services sectors.

Concerning the Government reform program, IAPMEI has established the following priorities:

1. To study and analyse the synergies with ICEP (Investment, Trade and Tourism in Portugal, nowadays known as AICEP - Portugal Investment and External Trade Agency) in order to prepare for the merger decision that was expected to be taken shortly by the Ministry of the Economy, Innovation and Development (decision that was actually formally never taken and is being presently discussed again).
2. To implement the necessary technology to reach, monitor and assist companies and citizens settled outside the cities of Lisbon and Porto.

3. To propose a different organizational structure, less centralized, in order to have less role ambiguity and improve ownership and empowerment of processes and procedures to assure a better finalization of the implementation of the performance evaluation system (SIADAP) and consequently achieve better results and greater organizational efficacy.

TURISMO DE PORTUGAL IP (Instituto de Turismo de Portugal)

Turismo de Portugal is the national tourism authority responsible for the promotion, valorisation and sustainability of tourism activities. This public institute was created in 2007 and its Directive Council reports to the Ministry of the Economy, Innovation and Development. Its main goals concern defining strategies, developing products and destinations, grading tourism offer, supporting investment, promoting regulation and inspection of gambling, managing programmes of incentives, promoting training and development within the sector, cooperating at the international level and ultimately promoting Portugal as a tourism destination. For the first time ever in Portugal, a single institution brings together all governmental bodies responsible for tourism activities from supply to demand - including activities of INFTUR (tourism training) and ITP (tourism promotion), institutions that were extinguished with the launching of Turismo de Portugal – consequence of the PRACE government reform change program. Fulfilling one of its core objectives of strengthening tourism as one of the key growth engines of the Portuguese economy, it has maintained a privileged relationship with other public bodies and economic agents in Portugal and abroad.

Nowadays with 559 workers (200 in 2005 – 180 in central services and 20 in regional delegations) since this institute is the result of the merger of five different institutes (Instituto de Turismo de Portugal, Fundo de Turismo, Direção-Geral do Turismo, Inspeção-Geral de Jogos e Instituto de Formação Turística) with the purpose of joining all the public institutions within the tourism sector. In this public institute, 63% are women, 56% have university education, average seniority is 17 years and average age is 46 years old.

The survey was launched in 2005 at Instituto de Turismo de Portugal (ITP) mainly responsible for the national tourism promotional plan. The response rate was considered low at 14% as 25 responses were gathered among the 180 employees that worked in the central

structures. While interviewing the President of this Institute we found out that differently from our instructions and the agreement to send the survey to all the workers, he had decided to send it only to some higher management officials with the explanation that the others “would have difficulty in understanding the questions and replying within the given time frame”. However, our understanding was that the survey was not sent to all the workers because eventually their answers could compromise the “political” future of this top management team. In reality, two years later this institute was merged with four others and for this reason this management team was forced to terminate its mandate earlier than expected.

Therefore, for ITP, the three main objectives with this reform program were:

1. To study and analyse the synergies with FT (Tourism Fund – Fundo de Turismo), in order to prepare for the merger decision that was expected to be taken by the Ministry of the Economy. This decision was actually taken but with a broader latitude because instead of the merger of two institutes in the tourism sector, five were merged into a new public institution.
2. To promote partnerships with embassies, chambers of commerce and other public foreign institutions and associations that can facilitate and contribute for the promotion of Portugal as a tourism destination.
3. To re-evaluate participations in international forums of tourism cooperation, namely through a more rigorous selection process and assessment of the candidates’ profiles to guarantee added value on the establishment of productive networks with foreign potential partners by simultaneously being more cost-efficient with the purpose of reducing travelling costs.

INFTUR (Instituto de Formação Turística)

INFTUR was a public Institute between 2002 until 2007 (previously designated by INFT – Instituto Nacional de Formação Turística, from 1979 until 2002) concerned with all the learning and training in the tourism sector. For this purpose it coordinated sixteen hospitality management schools throughout the country as well as professional training and certifications for the ability to work as tourism professionals. At that time it responded to the

Secretary of State of Tourism, today the reporting is towards the Ministry of Economy, Innovation and Development. Nowadays its mission and attributions are included in Turismo de Portugal as mentioned above since it was one of the five institutions merged that gave birth, in 2008, to one single public institute within the tourism sector, consequence of a public reform program previously referred to in Chapter 1, mentioned as PRACE. Therefore INFTUR was a public institute with its headquarters in Lisbon but one Director responsible for each hospitality management school placed from the north to the south of the entire country.

INFTUR had 96 workers, 20 top managers (16 in schools and 4 in the central services), 56% were women, 37 was the average age, 5 was the average seniority and 68% of the workers had university education. When the questionnaire was launched in 2005, we collected 20 answers (21%) and were led to believe that the Vice President, our *liaison* inside the organization, distributed the surveys through precisely the 20 top managers. We must recognize that for some managers the questionnaire was considered quite sensitive and apparently opted – possibly to ensure a better result – and differently from our indications – not to distribute it to all the organization but merely to its top managers. As previously referred, this seems to have happened in the two institutions we have distributed the survey within the tourism sector.

Therefore, for INFTUR, the three main objectives with this reform program were:

1. To professionalize specific academia in tourism management subjects and promote more investigation and development in the tourism educational sector.
2. To increment partnerships with the hospitality management industry in order to promote trainings and exchanges between the tourism management schools and the potential recruiters to align interests and priorities.
3. To develop high level quality *curricula* in the tourism management schools assuring for elevated quality standards in professional and university degree studies and to increment promotional activities to guarantee increasingly better levels of student demand and high placement rates.

CHMT (Centro Hospitalar do Médio Tejo)

The Centro Hospitalar Médio Tejo integrates three hospitals, the hospitals of Tomar, Torres Novas and Abrantes all in the centre of the country, influencing an area with 266 thousand inhabitants from 15 different districts. In total, this CHMT counts with 2023 workers. However most of them do not have access to a computer and the ones that do (about 500) often have great difficulties in using it because of the intensity and the overload of work such as doctors, nurses and auxiliary staff. Therefore, basically the management and administrative staff would be the only segment of workers available to answer our survey and we were discouraged to distribute it because of previous experiences with very low response rates as a consequence of the specificity and constant stress of these hospital atmospheres. Nevertheless, we did want to include the health sector so even with this warning we decided to proceed. In fact, as expected, we only had 18 responses to our survey and from a conversation with the CEO of this complex of hospitals, he believes that the 5 Board Members have answered and the other responses could come from managing and administrative staff.

In sum, for CHMT, the three main objectives with this reform program were:

1. To eliminate functions and activities that might be duplicated or triplicated resultant from the merger process of three hospitals in one new unit.
2. To create a division of shared services for the IT, Humans Resources and Financial departments of the three previous hospitals.
3. To implement technology necessary to facilitate procedures and register the patient's files and information that can connect the three units and gather crossed information for integrated reporting.

3.1.1.2. Characteristics of the sample

Table 2 shows the distribution of the sample by gender, age, education, job position, seniority and organization for 2005. Additionally, Table 3 shows the distribution of the second sample in 2007 by organization.

Table 2 – Sample characteristics by gender, age, education, job position, seniority and organization for 2005

(N= 468)

Biographical variables	Categories	%
Gender	M	38,6
	F	61,4
Age	<25 years	1,0
	26-45 years	66,1
	46-60 years	29,7
	>60 years	3,2
Education	Primary	8,9
	Secondary	60,3
	Undergraduate	27,8
	Masters/Doctorate	3,0
Job Position	Management	15,4
	Technical/Professional	69,1
	Administrative	12,5
	Manual/Operative	3,0
Seniority in Organization	<2 years	3,2
	2-4 years	8,3
	5-7 years	36,7
	8-10 years	51,8
Organization	IAPMEI	9,7
	Instituto Turismo de Portugal	8,0
	INFTUR	6,4
	Centro Hospitalar Médio Tejo	5,8
	IEFP (2005)	56,5
	ITIJ (2005)	13,6

Table 3 – Sample characteristics by gender, age, education, job position, seniority for IEFP and ITIJ for 2007.

(N=237)

Biographical variables	Categories	%
Gender	M	35,1
	F	64,9
Age	<25 years	0,9
	26-45 years	63,7
	46-60 years	33,6
	>60 years	1,8
Education	Primary	5,4
	Secondary	56,9
	Undergraduate	35,6
	Masters/Doctorate	2,1
Job Position	Management	13,6
	Technical/Professional	67,8
	Administrative	16,8
	Manual/Operative	1,8
Seniority in Organization	<2 years	2,8
	2-4 years	7,4
	5-7 years	33,1
	8-10 years	56,7
Organization	IEFP (2007)	80,3
	ITIJ (2007)	19,7

Concerning education and looking at the biographical information on all the respondents, we can reveal that the predominant group has secondary school education, followed by the group that holds a university degree. Third appears to be the group of workers with primary studies and lastly the group with a Masters or Doctorate degree.

Most respondents are young professionals, women, mostly with average long seniority and holding technical jobs in the public sector. This is not surprising as younger workers are more comfortable and familiar with new technologies and also more proactive and used to engage in organizational life through the sharing of their values and ideas. We have also noticed that although we have repeatedly emphasized the confidentiality of this survey, some respondents have opted not to answer the biographic data section, presumably in order to avoid the possibility of being identified among the workers within their organization.

3.1.1.3. Procedures

A questionnaire was elaborated to measure all the variables that are included in the research hypotheses. The questionnaire has 152 questions and was the main tool of the research (Appendix 1) with a standardized response format and scoring system ensuring comparability across respondents.

The questionnaire was divided in eight sections: Section 1 (Organizational virtuousness-One day in the organization), Section 2 (Positive Culture-Culture in the Organization), Section 3 (Sources of Stress in the Organization), Section 4 (Influence - Locus of Control in the Organization), Section 5 (Self-Esteem in the Organization), Section 6 (Relation with work and the job - Workaholism), Section 7 (Perceived organizational performance) and Section 8 (Biographical Data).

A pilot study was conducted to assess the appropriateness of the questionnaire. This pilot study was done with a class of MBA students at Universidade Nova de Lisboa, resulting in some adaptations to ensure a better interpretation and mitigate the risks of mistakes and misunderstandings.

Based on the information gathered from these participants we verified the content and format of the survey questionnaire to use in the different organizations studied in this research. The questionnaire was translated into Portuguese and back translated into English, as most of the scales used were originally in English, therefore increasing the validity and reliability of the instrument (Hulland, 1999).

Table 4 presents some examples of questions included in the questionnaire for each of the variables; Sections and questions for each variable are also indicated.

Table 4 - Variables Measures.

Variables	Questionnaire Items	Section	Question
			Number
Trust	▪ There is a generalized trustful work climate	S1	10
	▪ This organization promotes a trustful atmosphere among its employees	S1	23
	▪ People trust in the leadership of this organization	S1	30
Optimism	▪ This organization encourages expressions of optimism	S1	17
	▪ There is an optimistic feeling running through the organization	S1	25
	▪ We are optimistic about our success even when confronted with huge challenges	S1	28
Integrity	▪ Workers show integrity in everything they do	S1	4
	▪ Integrity is one of the most important values in this organization	S1	24
	▪ This organization shows very high levels of integrity	S1	32
Compassion	▪ Expressions of compassion and affection are frequent in this organization	S1	1
	▪ People show kindness among each other	S1	8
	▪ This organization encourages expressions of compassion	S1	22
Forgiveness	▪ People easily apologize others mistakes	S1	2
	▪ We work in an organization that knows how to forgive	S1	35
	▪ This organization demands very high levels of performance but is tolerant with mistakes that are acknowledged and overcome	S1	36
Positive Culture	▪ People try to increase everyone's morale with positive energy	S2	2
	▪ Our organizational objectives are very clear and well defined	S2	6
	▪ People receive feedback about what they have done well	S2	21
Stress	▪ Excessive work	S3	1
	▪ Lack of power and influence	S3	2
	▪ Deal with ambiguous or delicate situations	S3	23
Locus of Control	▪ Promotions are earned through hard work and persistence	S4	1 B
	▪ When I am right I can convince others	S4	3 B
	▪ People like me can change the course of the world affairs if we make ourselves heard	S4	7 A
Self-esteem	▪ How often do you have the feeling that there is nothing that you can do well	S5	1
	▪ How often do you feel confident that your success in your future job or career will be assured	S5	10
	▪ In general, how often do you feel confident about your abilities	S5	13
Workaholism	▪ I get bored and restless on vacations when I haven't anything productive to do	S6	2
	▪ I often feel that there's something inside me that drives me to work hard	S6	10
	▪ My job is more like fun than work	S6	25
Perceived organizational performance	▪ Considering other public institutions, how would you compare the performance of yours in relation to service quality, innovation and productivity	S7	1
	▪ Considering the objectives expressed in the public reform that led to organizational changes in your organization, how would you describe its performance considering service quality, innovation and performance	S7	2
	▪ Considering the evolution of your organization in the last two years, how would you describe its performance in relation to quality service, innovation and performance	S7	3

This survey was conducted among the above described six Portuguese public institutions undergoing changes as a result of governmental reform programs. Respondents were asked to answer the survey online²² and 557 questionnaires were obtained. To request their participation, we had the support of the top management of all these organizations. In all cases, the process started with a message sent through email signed by the President or the Board Member to all the workers explaining the objectives and purposes of the study, assuring it was anonymous and confidential.

Although we have received 557 respondents, some had to be eliminated because of missing data. We have considered some partially answered questionnaires, and the non-answers in these have been dealt as missing values. Therefore, the valid sample consists of 468 respondents, in which 308 (approximately two-thirds) have answered to more than 90% of the questionnaire. This sample of 468 employees comes from six different public institutions and in two of them the questionnaire was launched in two different moments, 2005 and 2007. The respondents are divided by three types of workers – administrative/clerical, technical and management. Although the response rate was not so high as desirable, the number of this sample exceeds the minimum sample of 30 participants as required by probability sampling technique, showing that it may be analyzed using inferential statistics (Sekaran, 2003). The survey questionnaires were answered by participants based on their consents and on a voluntarily basis.

We launched the same questionnaire in two different moments, the first one in 2005 and the second one in 2007, with 237 responses, both in Instituto de Emprego e Formação Profissional (IEFP) and Instituto das Tecnologias de Informação na Justiça (ITIJ) since these were the organizations with a highest response rate in the first round and we wanted to experiment and test these variables with a quasi-longitudinal study in order to report and analyse the differences observed within a two year interval.

The other four institutions engaged are part of a diverse field of sectors including Tourism development and training (ITP, INFTUR), Health (Centro Hospitalar Médio Tejo) and Consulting (IAPMEI) but unfortunately these did not present very high rates of response.

²² We acknowledge that many workers do not work with a computer or have obvious access to a computer or to the internet on a daily basis in their professional settings which may explain a lower rate of responses than we were expecting or had wished for, in spite of at least three reminders sent to each institution to reinforce participation.

Trying to understand these results in the first sector, tourism, we found out that in both institutions basically only the top management and people reporting to them answered the questionnaire although we were lead to believe that it was sent to all the organization as specifically requested²³. In the health sector the explanation was that only doctors and nurses have permanent access to computers but unless they are in a calm night shift they do not have time to answer because they are overloaded with patients and their constant needs.

In the consulting area, the justification was also that the rapid pace of demands did not allow most of the workers for quiet moments of reflection and therefore the answers came mostly from employees who understood and valued the benefits and advantages of these questionnaires for the development of further studies. We have interviewed all the CEO's or Board Members previously (one for each organization) to gather data and information that would be important for the construction of the questionnaire. We have also met them after receiving the responses of their staff to give them feedback and use their insights to better understand and interpret the results.

3.1.2. Interviews with organizations' top management - insights about institution's different phases concerning the organizational change programs

In the first step of the data collection, in-depth interviews were conducted with the leaders of the six organizations involved in this study. In most of these cases we were able to interview the President of the Institution or a Board member, normally the one holding the responsibility for human resources matters. These institutions were chosen based on a crucial criterion since we were looking for institutions that were living an organizational change program resultant from broader policies of public reforms. Also, we were able to include the representation of different sectors and activities that were also considered enriching as this diversity could give us enlarged insights.

Most of these institutions responded positively to our interview request. These interviews were used to understand the nature and the goals of the ongoing organizational change

²³ In all cases, the questionnaire was sent to the top management after a first introductory meeting and interview and the request was for the survey to be sent out to all the workers through an email with the link to access the query. The communication strategy conceived and explained was that all the workers would receive a first communication from the President or Board Member of the institution and a second one from us explaining the purpose of the study and the necessary procedures (sent by the central IT system).

process resultant from governmental reform programs. We were interested in the expectations, in the organizational culture, values and specific characteristics, as well as the possible relationships between the variables used in this study. The information gathered from such interviews was remarkable and very helpful to enlighten the scope of this investigation and some of our propositions for the managerial implications resultant from this study. Additionally, the interviews were useful to access the stage in which the change program was occurring.

The full interviews transcript may be consulted in the Appendix 2, but some important attitudes towards change will be described next. While some leaders were quite skeptical towards the change program and future outcomes, such as:

“...our perception is that by the time we have implemented all the measures imposed by this public reform program, we will probably increase the risk of our extinction because we will lose dimension and functional intervention.”

[ITIJ – Instituto das Tecnologias de Informação na Justiça, was actually extinct as a consequence of the PRACE program, in 2012]

“... Our discomfort is that many times the merging criteria that lie behind these governmental change programs is more political than strategic and we consider tourism and its promotion abroad to be one of the sectors with most potential in the years to come.”

[ITP - Instituto de Turismo de Portugal]

“To tell you the truth, the health sector has seen so many reforms always based on Governmental impositions of advocating some more lean measures that we somehow feel like experts in a change management field where nothing ever really happens.”

[CHMT – Centro Hospitalar do Médio Tejo]

And others were more committed and engaged, for example:

“... This reform program has only accelerated what we already intended to do, we really need to reconsider many crucial parts of our public intervention ...”

[IEFP – Instituto do Emprego e Formação Profissional]

“... we believe in the advantages of implementing change programs and in better designing the attributions of each institution so that we are not overlapping or missing something critical but in the process we hope to be recognized as a strategic platform for the development of our country.”

[IAPMEI – Instituto de Apoio às Pequenas e Médias Empresas e à Inovação]

“Education is fundamental and vital for the tourism sector as traditionally most of our professionals have only been able to rely on their experience, so we envision these change programs as opportunities to redesign our structures and for continuous improvement of our deliverables and contents.”

[INFTUR - Instituto Nacional de Formação Turística]

3.2. DESCRIPTION OF MEASURES

3.2.1. Construction of the scales and their dimensions

The questionnaire that was used in this study tapped the following organizational variables: Organizational Virtuousness, including trust, optimism, integrity, compassion and forgiveness; Positive Culture, Stress and Perceived organizational performance. Individual variables were also tested such as: Locus of Control, Self-Esteem and Workaholism. All scales were in Portuguese and had been validated in previous researches.

3.2.2. Description of Measures

Organizational Virtuousness - Section 1 of the questionnaire measures perceptions of Organizational Virtuousness including five sub-components which are trust, optimism, integrity, compassion and forgiveness according to Cameron's scale entitled "Normal Day of Work" adapted from the Survey of Organizational Abundance (Cameron, Bright & Caza, 2004) used in this study. The scale is composed by thirty six items that were rated on a five-point Likert scale (1= "Never", 5= "Very frequently"). Below we present the group of items for each sub-component as well as results for the reliability test for each scale:

Trust: questions 3, 10, 15, 19, 23, 30, 31 added and divided by 7. Cronbach's Alfa is 0,73.

Optimism: questions 5, 6, 12, 13, 17, 18, 21, 25, 26 and 28 added and divided by 10. Cronbach's Alfa is 0,87.

Integrity: questions 4, 7, 11, 14, 16, 20, 24, 27, 29, 32 and 33 added and divided by 11. Cronbach's Alfa is 0,88.

Compassion: questions 1, 8 and 22 added and divided by 3. Cronbach's Alfa is 0,67.

Forgiveness: questions 2, 9, 34, 35 and 36 added and divided by 5. Cronbach's Alfa is 0,80.

Virtuousness Total: this variable was also computed by adding all items and dividing them by 36. Cronbach's Alfa is 0,96.

Items 3, 7, 11, 12, 13, 14, 16, 18, 19 were reverse scored.

The Compassion variable has a lower alpha (0,67) than the usually used criterion of 0,70 maybe due to a smaller number of items. However, it is still in the acceptable range (Murphy & Davidshofer, 1988; Nunnally, 1994).

Positive Culture - Section 2 of the questionnaire measures perceptions of Positive Culture. The scale proposed by Cameron, Bright & Caza (2004) is composed of twenty five items that were rated on a five-point Likert scale (1= "Never", 5= "Very frequently") adapted from the survey of "Organizational Culture" that is part of the Survey of Organizational Abundance (Cameron *et al.*, 2004) used in this study. A factor analysis was performed because the attribution of items to specific variables was not clear. Principal components

varimax rotation was computed, and items loaded in six factors although with more expression in three. There were also three items (items 3, 13 and 24) that did not load and for this reason were deleted from this analysis, so a new scale with 22 items was used.

The Bartlett's test of Sphericity confirmed the appropriateness of the factor analysis ($\chi^2 = 2062.3$, df 231, $p < .000$). Six factors were created and the criterion for item selection was a loading above 0.5. Table 5 below shows the rotated component matrix.

Table 5 – Factor Analysis of Positive Culture scale, rotated component matrix

	Component					
	1	2	3	4	5	6
s2p1	,518	,209	,010	,018	,244	,589
s2p2	,633	,259	,166	,327	,177	,057
s2p3inv	,063	,224	,342	,452	,332	-,225
s2p4	,299	,593	,359	-,011	-,078	,171
s2p5inv	,208	,228	,697	,272	,209	-,076
s2p6	,259	,750	,180	,131	,066	,187
s2p7	,674	,339	-,023	,270	,101	-,105
s2p8inv	,056	,217	,251	,259	,676	-,044
s2p9	-,048	,190	,216	,211	,013	,835
s2p10inv	,184	,095	,772	-,102	,083	,178
s2p11	,108	,071	,060	,789	,109	,274
s2p12inv	,340	,307	,515	,349	,066	-,088
s2p13	,329	,491	,248	,495	-,009	,106
s2p14	,700	,285	,171	-,203	,198	,129
s2p15inv	,131	,100	,752	,159	,133	,180
s2p16inv	,345	,035	,123	,052	,616	,114
s2p17	,420	,613	,258	,026	,215	,091
s2p18inv	-,075	,563	-,102	,182	,352	-,022
s2p19	,530	,473	,138	,297	,091	-,061
s2p20	,527	-,351	,301	,397	,192	,276
s2p21	,739	,121	,224	,063	,188	,027
s2p22	,789	,058	,247	,112	,070	,059
s2p23inv	,128	,689	,113	,022	,143	,074
s2p24	,463	,440	,286	,391	,008	,027
s2p25	,429	,150	,072	-,092	,553	,150

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

One of the factors was eliminated because it included only 1 item. The following factors were kept:

Positive interactions, including items 2, 7, 14, 19, 20, 21 and 22 with a Cronbach's Alpha of 0.87, explaining 37% of variance.

Clear Objectives, including items 4, 6, 17, 18 (inverted) and 23 (inverted) with a Cronbach's Alpha of 0.73, explaining 7% of variance.

Support, including items 5, 10, 12 and 15 all inverted with a Cronbach's Alpha of 0.80, explaining 6,7% of variance.

Inspirational Leadership, including items 8 and 16, both inverted and 25 with a Cronbach's Alpha of 0.58, explaining 4,8% of variance.

Purpose, including items 1 and 9 with a Cronbach's Alpha of 0.60, explaining 4,3% of variance.

Items 3, 5, 8, 10, 12, 15, 16, 18 and 23 were reverse scored.

These two last factors were not considered in the analysis due to their low reliability.

Stress - This variable was assessed using scale nº 6 from the OSI – Work stress Indicator Management Guide (Cooper, 1997), entitled “Sources of Pressure”. Because we were not interested in the specific sources of stress but rather in the overall perceptions of stress, the total score for this scale was used. “*Overall work stress can be viewed as the sum of all discrepancies between perceptions and desires within the work domain (...). Likewise, overall family stress refers to the sum of all discrepancies between perceptions and desires in the family domain, with each discrepancy weighted by its importance and duration. It follows that total life stress is the sum of stress associated with all life domains, including work, family, and other relevant domains (e.g. leisure).*” (Edwards, 1998). The assessment of the reliability and validity of the Portuguese version of the OSI was tested in a study concerning organizations in a change context both in the public and private sectors (Cunha *et al.*, 1992). The scale used 29 items, predominantly linked to organizational types of pressure, ranging from 1= “Never” to 5= “Very frequently”. All questions were added and divided by 29. The Cronbach's Alfa is 0.86 for this study.

Locus of Control - For this variable we used J. B. Rotter's questionnaire, “External Control and Internal Control” (Rotter, 1971) on a 9-item scale used to measure individual perceptions of the level of control over various described situations that might concern them namely in the professional context. The respondents had to select one option A or B from two possible sentences. The scoring key was based on 2 points for each of the following selections: 1B, 2A, 3B, 4B, 5A, 6A, 7A, 8B and 9A and 1 point for the other. Scores can be interpreted as follows: the higher the score, the higher the internal locus of control and the lower the score, the higher the external locus of control. So high values can be interpreted as high internals and low values as high externals. The Cronbach's Alfa is 0,64 for this study, which is still acceptable although low (Murphy & Davidshofer; 1988; Nunnally, 1994).

Self-esteem - This variable was measured by nineteen items, developed by A.H. Eagly and adapted from J.R. Robinson and P.R. Shaver's questionnaire entitled "Measures of Social Psychological Attitudes" (Robinson *et al.*, 1991). The respondents answered on a 5 point scale ranging from 1= "Never" to 5= "Very frequently". Items 1, 2, 7, 8, 9, 14, 15, 16 and 17 were reversed. Scores are interpreted as follows: the higher the score, the higher the self-esteem. The items were added and divided by 19. Cronbach's Alfa is 0,853.

Workaholism - This variable was assessed using the scale adapted from Spence and Robbins (Spence & Robbins, 1992), a 25-item scale of Workaholism answered on a 5-point scale ranging from 1= "Never" to 5= "Very frequently". Spence and Robbins have defined three sub-scales: Work Involvement, Drive and Work Enjoyment. These sub-scales had 8, 7 and 10 items respectively. However, in this study we have used the total score and referred to Workaholism. Items 1, 6, 7, 15, 23 were reverse scored. Respondents were asked to read the statements and mark the anchor that describes their work habits. The scale should be interpreted as the higher the score, the more one is considered addicted to work. Total score was obtained by adding all the items and dividing by 25. Cronbach's Alfa is 0,81 in this study.

Perceived organizational performance - This variable was tested based on Huselid's scale of perceived ongoing performance (Huselid & Becker, 2006). We questioned the respondents' perception of their organization's performance in relation to the quality of the service provided, the level of innovation and the achievement of productivity using three specific questions and a 5-point scale ranging from 1= "Much Worse" to 5= "Much Better". The first question asks about perceived performance in comparison with other public institutions in general. The second question focuses on perceived performance considering the goals of the change process measured on a 5-point scale ranging from 1= "Objectives impossible to achieve" to 5= "Objectives surpassed". The third question asks participants to consider performance development considering the evolution of the change process in the last 2 years, measured on a 5-point scale ranging from 1= "Very Weak" to 5= "Very Good". Therefore, these measures are perceived performance comparison with a Cronbach's Alpha of 0.73, perceived performance objectives with a Cronbach's Alpha of 0.88 and perceived performance development with a Cronbach's Alpha of 0.84.

Control variables - Due to the effects of gender, age, job position and seniority, we elected to control for these variables. *Control variables* tested were gender that is a dichotomous variable (0=Female;1=Male), age that measured in four intervals (1=<25; 2=26-

45; 3=46-60; 4=>60), job position in four different categories (1=Management; 2=Technical; 3=Administrative; 4=Operational/Manual) and seniority including five intervals (1=<2; 2=2-4; 3=5-7; 4=8-10; 5=>10). Biographical data was collected from the eighth section of the questionnaire.

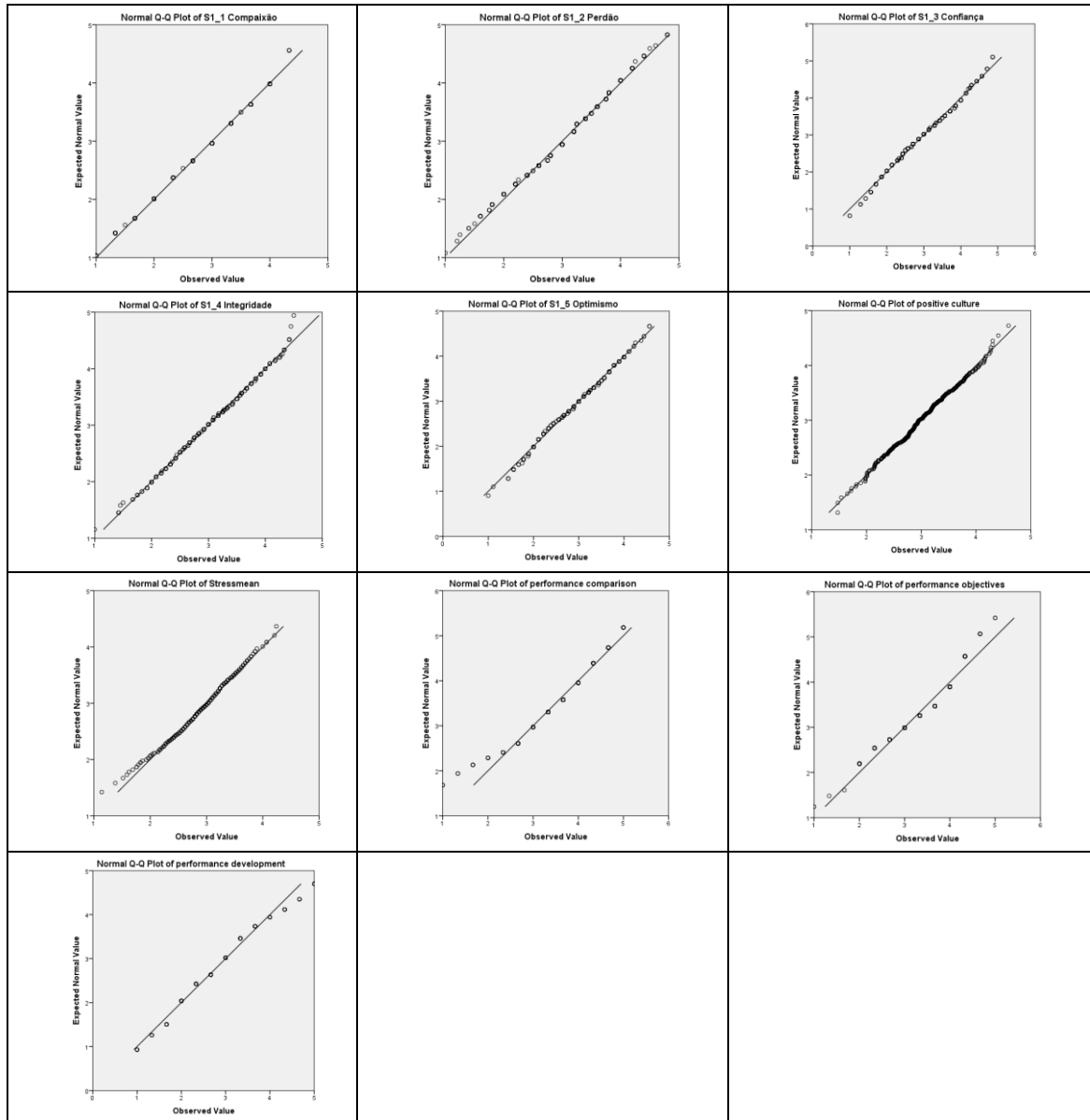
Gender, age, job position and seniority were used as control variables for the following reasons: Gender was included as control since it may positively affect attitudes towards change and stress at work (Vakola & Nikolaou, 2005); Age is often considered to be negatively related to fit perceptions in change processes (Niessen, Swarowsky & Leiz, 2010); The type of job and respect level of empowerment and participation may affect levels of stress in change processes (Chen & Chen, 2008) and Seniority has also been considered to influence the coping ability of employees in change processes (Kumar & Kama Lanabhan, 2005).

3.2.3. Verifying Assumptions

In order to assess whether the statistical analysis could be pursued with a pooled sample, the equality of variance between the different sub samples was tested. Box's test of equality of co-variances was non-significant (Box's = 50,33; $F = 1.11$; $p = 0.28$) and the Levene's tests of equality of error variances were computed for all variables. All tests were non-significant which suggests homogeneous samples. The statistical analysis will therefore be performed with one sample related to the 2005 data collection and a quasi-longitudinal analysis will be performed with the 2005 and the 2007 data collection, for two organizations.

Normality of the distribution of the variables was also assessed by analysing the Normal Q-Q Plots for all variables. As shown below, in Fig. 4, for all the variables (trust, optimism, integrity, compassion, forgiveness, positive culture, stress, perceived performance comparison, perceived performance objectives and perceived performance development), the normal probability plots presented suggest a normal distribution.

Figure 4 – Normal Q-Q plots for all variables



Now that we have concluded the verification of the assumptions, we are ready to proceed with the presentation of the results of Empirical study one.

3.3. EMPIRICAL STUDY ONE

RESULTS

In this chapter we will be presenting the results of the empirical research concerned with the investigation of our theme within the public organizations previously described. Moreover, in this particular study we are looking into the impact of organizational and individual buffering strategies in mitigating stress resultant from severe public reforms through the study of five variables integrating the concept of organizational virtuousness: trust, optimism, integrity, compassion and forgiveness, and Positive Culture — and three individual buffering variables: locus of control, self-esteem and workaholism. To analyse the data we used SPSS version 20.0 software.

The statistical methods used include the analysis of variance, Pearson correlation analysis and descriptive statistics, conducted to assess the research variables and the usefulness of the data gathered (Foster *et al.*, 1998; Yaacob, 2008), as well as regression analysis to assess the magnitude of each independent variable and the contribution of the independent variable in the prediction of the outcomes (Baron & Kenny, 1986; Foster *et al.*, 1998). In the regression analysis, the standardized coefficients (standardized beta) are reported (Jaccard *et al.*, 1990)²⁴.

3.3.1. Testing Hypothesis 1

Hypothesis 1: Stress is negatively associated with perceived organizational performance.

As stated above, Hypothesis 1 suggests a negative relationship between stress and perceived organizational performance. To test this hypothesis, a multiple regression was computed. Gender, Age, Job and Company Seniority were included as control variables based on an expected relationship with the independent and dependent variables.

²⁴ SEM (Structural Equation Modeling) was not used for reasons related to the small sample size and to the fact that we were trying to assess significant associations of each individual variable among themselves and with the outcomes; An analysis with SEM might weaken these relationships.

Table 6 presents the means, standard deviations and intercorrelations for stress, perceived organizational performance and control variables.

Table 6 - Means, standard deviations, and intercorrelations for stress, control variables and perceived organizational performance variables

	Mean	St.Dev	1	2	3	4	5	6	7	8
1. Stress	2.90	.499	(.86)							
2. Gender	.37	.484	.11							
3. Age	2.29	.533	-.10	-.07						
4. Job Position	1.96	.477	.08	-.11	.07					
5. Seniority	3.29	.784	-.11	.02	.53***	-.06				
6. Performance comparison	3.66	.697	-.25***	.03	.01	-.17*	-.06	(.73)		
7. Performance objectives	3.37	.760	-.29**	.06	.16*	-.03	-.05	.54**	(.88)	
8. Performance development	2.81	.830	-.25**	.08	.01	-.06	-.07	.45**	.56**	(.84)

P* < .05; P** < .01; P*** < .001

Cronbach Alphas in parenthesis

As the table above shows, the mean for perceived performance development is lower than the other two perceived performance variables and stress is negatively and significantly correlated with the three perceived performance variables (shaded area). Additionally, the three perceived performance variables are positively and significantly correlated between each other.

Control variables are not significantly correlated with stress or perceived performance, with the exception of a positive correlation of age and performance objectives (.16*) and a negative correlation of job position and performance comparison (-.17*).

Stepwise multiple regressions were then computed with the perceived performance variables as dependent variables and stress as an independent variable. Gender, age, seniority and job position were introduced as control variables in the first step and then stress in the second step. This method allowed us to examine “*the contribution of each predictor variable to the regression model. The primary distinction of this approach is the ability to add or delete variables at each stage*” (Hair et al., 2006). We have also analysed the existence of multicollinearity between variables through tolerance and VIF (Variance Inflation Factor) coefficients.

Results are presented in tables 7, 8 and 9 for each of the perceived performance dimensions: comparison, objectives and development.

Table 7 - Stepwise regression coefficients for perceived performance comparison, with control variables and stress as independent variable

		Unstand. coefficient		Stand.Coeff.	t	Sig.	Collinearity	
		B	St.Error	Beta			Tolerance	VIF
1	Gender	.02	.115	.14	.174	.862	.982	1.019
	Age	.104	.123	.080	.845	.399	.703	1.414
	Job position	-.267	.117	-.183	-2.277	.024	.975	1.026
	Seniority	-.102	.083	-.115	-1.219	.225	.711	1.406
2	Gender	.060	.113	.041	.528	.598	.970	1.031
	Age	.086	.120	.065	.714	.476	.706	1.417
	Job position	-.234	.114	-.161	-2.049	.042	.967	1.034
	Seniority	-.118	.081	-.133	-1.455	.148	.708	1.412
	Stress	-.344	.108	-.246	-3.144	.002	.967	1.034

$R^2 = .098$; $\Delta R^2 = .059$; $\Delta F = 9.287$; $p = .002$

A significant result was obtained ($R^2 = 0,098$; $\Delta R^2 = 0,059$; $\Delta F 9,287$; $p = 0,002$) and, as shown in Table 7, perceived performance comparison is significantly predicted by stress with a Beta coefficient of $-.246$ ($p = .002$), meaning that the higher the stress, the lower the perceptions of organizational performance as compared with other organizations in terms of service quality, innovation and productivity. The dependent variable is also significantly predicted by the control variable job position with a Beta of $-.161$ ($p = .042$) meaning that managers have a higher perception of performance comparison followed by technical/professional and then clerical as shown in Fig. 5.

Figure 5 - Mean Performance Perception Comparison

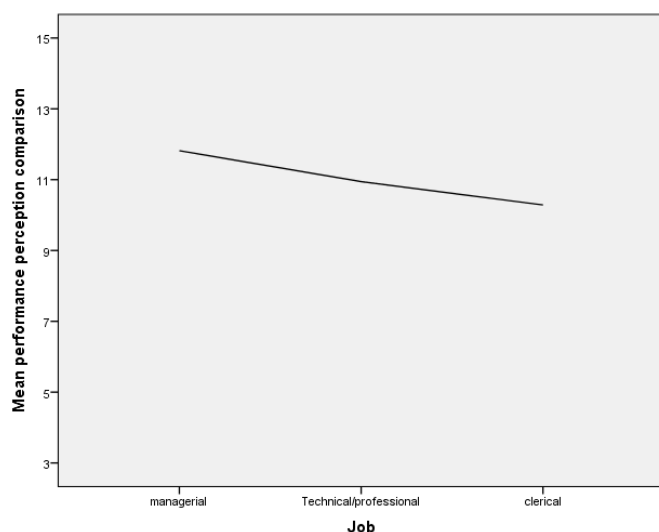


Table 8 presents the regression analysis as well as the multicollinearity diagnosis for the dependent variable perceived performance objectives.

Table 8 - Regression coefficients for perceived performance objectives, with control variables and stress as independent variable

		Unstand. coefficient		Stand.Coeff.	t	Sig.	Collinearity	
		B	St.Error	Beta			Tolerance	VIF
1	Gender	0.255	.130	.181	1.965	.051	.744	1.345
	Age	0.108	.125	.069	.864	.389	.980	1.020
	Job position	0.038	.124	-.025	-.307	.759	.980	1.020
	Seniority	0.036	.088	-.038	-.410	.683	.747	1.339
2	Gender	0.219	.125	.155	1.751	.082	.739	1.353
	Age	0.153	.120	.098	1.266	.207	.971	1.030
	Job position	0.016	.120	-.010	.131	.896	.967	1.035
	Seniority	0.048	.084	-.051	-.573	.568	.746	1.341
	Stress	0.439	.117	-.292	-3.763	.000	.965	1.036

$R^2 = 0.113$; $\Delta R^2 = 0.082$; $\Delta F = 14.158$; $p = 0.002$

As Table 8 shows perceived performance objectives is negatively and significantly predicted by stress with a Beta coefficient of $-.292$ ($p = .000$). This result means that the higher the stress, the lower the perceptions of organizational performance relative to the change program objectives, in terms of service quality, innovation and productivity.

Table 9 presents the regression analysis as well as the multicollinearity diagnosis for the dependent variable perceived performance development.

Table 9 - Regression coefficients for perceived performance development, with control variables and stress as independent variable

		Unstand. coefficient		Stand.Coeff.	T	Sig.	Collinearity	
		B	St.Error	Beta			Tolerance	VIF
1	Gender	0.106	.182	.072	.581	.562	.612	1634
	Age	0.126	.172	.072	.731	.466	.978	1023
	Job position	-0.087	.176	-.048	-.496	.621	.985	1016
	Seniority	-0.104	.129	-.100	-.804	.423	.607	1649
2	Gender	0.055	.177	.037	.309	.758	.606	1650
	Age	0.155	.167	.088	.928	.355	.974	1027
	Job position	0.073	.170	-.040	-.428	.670	.984	1016
	Seniority	-0.136	.125	-.131	-1.083	.281	.602	1662
	Stress	-0.454	.159	-.276	-2.865	.005	.947	1056

$R^2 = 0.016$; $\Delta R^2 = 0.072$; $\Delta F = 8.210$; $p = 0.083$

Table 9 shows that the control variables were not significantly related to the dependent variable but stress is negatively and significantly related with a Beta of $-.276$ ($p = .005$), which means that the perceptions of the organizational performance development in the previous two years is lower as stress levels increase.

In summary, results confirm that stress has a negative association with perceived organizational performance in all its dimensions (comparison, objectives and development). Hence, Hypothesis 1 is confirmed.

3.3.2. Testing Hypothesis 2

Hypothesis 2, stated below, proposes a negative association between stress and organizational virtuousness and positive culture variables.

Hypothesis 2: High levels of Organizational Virtuousness and Positive Culture are associated with low levels of stress in the following ways:

Hypothesis 2a): High levels of Trust are associated with low levels of stress.

Hypothesis 2b): High levels of Optimism are associated with low levels of stress.

Hypothesis 2c): High levels of Integrity are associated with low levels of stress.

Hypothesis 2d): High levels of Compassion are associated with low levels of stress.

Hypothesis 2e): High levels of Forgiveness are associated with low levels of stress.

Hypothesis 2f): High levels of Positive interactions are associated with low levels of stress.

Hypothesis 2g): High levels of Clear Objectives are associated with low levels of stress.

Hypothesis 2h): High levels of Support are associated with low levels of stress.

To test this hypothesis we started with the correlation analysis between stress and the organizational virtuousness variables as shown in table 10 below.

Table 10- Means, standard deviations, and intercorrelations for stress and virtuousness variables

	Mean	St. Dev	1	2	3	4	5	6	7
1. Stress	2.90	.499	(.86)						
2. Compassion	2.66	.682	-.331**	(.67)					
3. Forgiveness	3.09	.681	-.425**	.551**	(.80)				
4. Optimism	2.79	.622	-.489**	.565**	.653**	(.87)			
5. Trust	2.98	.762	-.515**	.597**	.676**	.832**	(.73)		
6. Integrity	3.06	.645	-.509**	.492**	.654**	.805**	.872**	(.88)	
7. Virtuousness global	2.96	.596	-.551**	.678**	.778**	.923**	.941**	.941**	(.96)

P** <.01

Cronbach's Alphas in parenthesis

As table 10 shows, stress is negatively and significantly related with all the virtuousness variables. Additionally, all virtuousness variables are highly intercorrelated, in particular trust.

The same analysis was performed with the three positive culture variables.

As table 11 below shows both positive interactions and clear objectives are significantly and negatively correlated with stress, but not support. In addition, positive interactions and clear objectives are significantly correlated among themselves.

Table 11 - Means, standard deviations, and inter-correlations for stress and positive culture variables

	Mean	St. Dev	1	2	3	4
1. Stress	2.90	.499	(.86)			
2. Positive interactions	2.86	.71	-.462**	(.87)		
3. Clear objectives	2.87	.51	-.296**	.432**	(.73)	
4. Support	3.17	.35	.086	-.03	.01	(.80)

P** <.01

Cronbach's Alphas in parenthesis

In summary, results above show that organizational virtuousness variables (trust, optimism, integrity, compassion and forgiveness) are negatively associated with stress. Additionally, both positive interactions and clear objectives are significantly and negatively correlated with stress, but not support. Therefore, Hypothesis 2 is only partially confirmed, since it is not entirely supported by the results.

3.3.3. Testing Hypothesis 3

Hypothesis 3 concerns the positive impact of Virtuousness and Positive Culture on Perceived Organizational Performance.

Hypothesis 3: High levels of Organizational Virtuousness and Positive Culture are positively associated with Perceived organizational performance.

Hypothesis 3a): High levels of Organizational Virtuousness (Trust, Optimism, Integrity, Compassion and Forgiveness) are positively associated with Perceived organizational performance (Comparison, Objectives and Development).

Hypothesis 3b): High levels of Positive Culture (Positive interactions, Clear Objectives and Support) are positively associated with Perceived organizational performance (Comparison, Objectives and Development).

Table 12 shows the means, standard deviations and intercorrelations for the Virtuousness variables and perceived performance variables.

Table 12 – Means, standard deviations and intercorrelations for the virtuousness variables and perceived performance variables

	Mean	St. Dev	1	2	3	4	5	6	7	8
1. Compassion	2.66	.682	(.60)							
2. Forgiveness	3.09	.681	.551**	(.65)						
3. Optimism	2.79	.622	.565**	.653**	(.47)					
4. Trust	2.98	.762	.597**	.676**	.832**	(.86)				
5. Integrity	3.06	.645	.492**	.654**	.805**	.872**	(.72)			
6. Performance comparison	3.66	.697	.227**	.395**	.463**	.446**	.427**	(.73)		
7. Performance objectives	3.37	.760	.245**	.342**	.526**	.507**	.567**	.537**	(.88)	
8. Performance development	2.81	.830	.410**	.315**	.508**	.555**	.480**	.453**	.559**	(.84)

** <math>P < .01</math>

Cronbach's Alphas in parenthesis

All virtuousness variables are significantly and positively related to the perceived performance variables (shaded area).

A Stepwise multiple regression was computed with the control variables entering the first step and the five virtuousness variables in the second step. Results are presented in Table 13

Table 13 – Stepwise regression coefficients for perceived performance comparison, with control variables and virtuousness as independent variables

	Unstand. coefficient		Stand.Coeffic.	t	Sig.	Collinearity	
	B	St. Error	Beta			Toleran	VIF
Gender	.044	.123	.030	.353	.725	.969	1.032
Age	.050	.030	.039	.384	.702	.692	1.444
Job	-.267	.118	-.193	-2.253	.026	.953	1.050
Seniority	-.080	.087	-.092	-.919	.360	.699	1.431
Gender	.043	.108	.030	.396	.693	.961	1.041
Age	-.131	.117	-.101	-1.117	.266	.653	1.531
Job	-.138	.107	-.100	-1.288	.200	.885	1.129
Seniority	-.034	.078	-.039	-.429	.668	.654	1.529
Compassion	-.219	.100	-.226	-2.193	.030	.500	1.999
Forgiveness	.098	.115	.095	.853	.395	.429	2.330
Optimism	.404	.163	.372	2.482	.014	.238	4.206
Trust	.181	.161	.205	1.123	.264	.159	6.274
Integrity	.014	.169	.014	.083	.934	.188	5.322

R² = .236; Δ R² = .262; Δ F = 9.893; p=.000

Table 13 shows that only compassion and optimism (bold) are significantly predicting perceived performance comparison.

Job position was initially predicting performance comparison (B=-.193, p=0.26) but when the virtuousness variables are included this variable loses statistical significance. It is equally noteworthy that compassion has a negative coefficient, suggesting that the higher the compassion, the lower the perception of the performance when compared with other organizations on the dimensions of service quality, innovation and productivity.

Table 14 presents the results of the regression for perceived performance objectives as a dependent variable. Compassion and Integrity are significantly predicting the dependent variable. However, compassion has a negative coefficient (-.289, p=.001) suggesting that the higher the compassion the lower the perceptions of performance in the change program

objectives regarding service quality, innovation and productivity. Control variables were not significant predictors.

Table 14 - Regression coefficients for perceived performance objectives, with control variables and virtuousness as independent variables

	Unstand. coefficient		Stand.Coeffic.	t	Sig.	Collinearity	
	B	St. Error	Beta			Tolerance	VIF
Gender	.040	.408	.009	.098	.922	.971	1.030
Age	.671	.432	.161	1.555	.122	.696	1.437
Job	-.175	.392	-.040	-.447	.656	.956	1.046
Seniority	-.061	.287	-.022	-.213	.832	.699	1.430
Gender	.031	.317	.007	.097	.923	.949	1.054
Age	-.085	.344	-.020	.0247	.805	.646	1.549
Job	.324	.316	.073	1.026	.307	.870	1.149
Seniority	.048	.227	.017	.213	.832	.662	1.511
Compassion	-.220	.065	-.289	-3,376	.001	.600	1.666
Forgiveness	-.061	.053	-.140	-1.151	.252	.296	3.380
Optimism	.064	.035	.299	1.819	.071	.163	6.120
Trust	.036	.044	.142	.834	.406	.153	6.545
Integrity	.092	.032	.478	2.914	.004	.164	6.115

$R^2 = .310$; $\Delta R^2 = .328$; $\Delta F = 13.236$; $p=.000$

Table 15 shows the results of the multiple regression with perceived performance development as a dependent variable. From the virtuousness variables only trust ($B= .425$, $p=.032$) appears as a significant predictor. In this case however, age appears as a significant predictor in the second step with a negative coefficient ($B=-.252$, $p=.042$), meaning that younger employees have higher perceptions of performance development in the past two years concerning service quality, innovation and productivity.

Table 15 - Regression coefficients for perceived performance development, with control variables and virtuousness as independent variables

	Unstand. coefficient		Stand.Coeffic.	t	Sig.	Collinearity	
	B	St. Error	Beta			Tolerance	VIF
Gender	.036	.197	.020	.184	.854	.974	1,026
Age	.082	.211	.054	.388	.699	.577	1,733
Job	-.017	.196	-.009	-.088	.930	.999	1,001
Seniority	-.097	.147	-.092	-.658	.512	.568	1,760
Gender	.057	.165	.031	.347	.730	.929	1,077
Age	-.384	.186	-.252	-2,068	.042	.493	2,028
Job	.077	.161	.041	.477	.635	.976	1,025
Seniority	.130	.129	.123	1,008	.316	.490	2,041
Compassion	.181	.138	.142	1.311	.193	.623	1.605
Forgiveness	-.202	.159	-.157	-1.269	.208	.482	2.074
Optimism	.360	.241	.255	1.491	.140	.251	3.990
Trust	.487	.224	.425	2.176	.032	.193	5.182
Integrity	.022	.234	.017	.094	.925	.227	4.401

$R^2 = .309$; $\Delta R^2 = .370$; $\Delta F = 10.062$; $p = .000$

In summary, hypothesis 3 is not entirely supported by the data in this first analysis, although perceived performance comparison, objectives and development are significantly predicted by compassion and optimism, compassion and integrity and trust respectively.

A second analysis of this hypothesis was performed with the Positive Culture variables. Table 16 shows the means, standard deviations and intercorrelations for the Positive Culture variables and perceived performance variables.

Table 16 - Means, Standard deviations and intercorrelations for the positive culture variables and perceived performance variables

	Mean	St. Dev	1	2	3	4	5	6
1. Positive interactions	2.86	.71	(.87)					
2. Clear objectives	2.87	.51	.405***	(.73)				
3. Support	3.17	.35	-.011	-.019	(.80)			
4. Performance comparison	3.66	.697	.434***	.537***	-.043	(.73)		
5. Performance objectives	3.37	.760	.510***	.331***	-.045	.537***	(.88)	
6. Performance development	2.81	.830	.537***	.215**	.039	.453***	.559***	(.84)

$P^{***} < .001$

Cronbach's Alphas in parenthesis

As shown above, both positive interactions and clear objectives have strong significant correlations with the three perceived performance variables, but not support (shaded area).

Results of the stepwise multiple regression, with perceived performance as dependent variable, and positive culture as independent variable, are presented in Table 17.

Table 17 - Regression coefficients for perceived performance comparison, with control variables and positive culture as independent variables

	Unstand. coefficient		Stand. Coeffi.	t	Sig.	Collinearity	
	B	St. Error	Beta			Tolerance	VIF
Gender	.030	.110	.021	.274	.784	.968	1,033
Age	.112	.111	.092	1,004	.317	.693	1,444
Job	-.269	.105	-.201	-2,568	.011	.955	1,047
Seniority	-.101	.080	-.115	-1,257	.210	.703	1,422
Gender	.016	.101	.011	.159	.873	.960	1,042
Age	.019	.107	.015	.174	.862	.633	1,579
Job	-.170	.099	-.127	-.726	.086	.909	1,100
Seniority	-.080	.074	-.091	-1,074	.284	.687	1,455
Positive interactions	.387	.076	.402	5.112	.000	.797	1.255
Clear objectives	.032	.110	.023	.288	.774	.773	1.294
Support	-.082	.137	-.043	-.594	.553	.960	1.041

$R^2 = .210$; $\Delta R^2 = .164$; $\Delta F = 11.050$; $p = .000$

Results show that positive interactions, positively predict perceptions of performance comparing with other organizations in service quality, innovation and productivity. Control variable job position was significant in the first step but loses significance when the positive culture variables are introduced.

Table 18 shows the results of the stepwise regression with perceived performance objectives as dependable variable. Only the variable positive interactions, is a significant predictor of the perceptions of performance regarding organizational change objectives. Control variables were not significant.

Table 18 - Regression coefficients for perceived performance objectives, with control variables and positive culture as independent variables

	Unstand. coefficient		Stand.Coeffi.	t	Sig.	Collinearity	
	B	St. Error	Beta			Tolerance	VIF
Gender	.014	.123	.073	.931	.353	.965	1,036
Age	.207	.121	.155	1,713	.089	.735	1,361
Job	-.073	.115	-.050	-.633	.528	.962	1,039
Seniority	-.026	.086	-.027	-.305	.761	.741	1,349
Gender	.108	.107	.070	1,012	.313	.955	1,048
Age	.071	.108	.053	.656	.513	.683	1,463
Job	.048	.103	.033	.470	.639	.900	1,111
Seniority	-.004	.075	-.005	-.060	.952	.731	1,368
Positive interactions	.483	.080	.457	6.047	.000	.788	1.268
Clear objectives	.185	.115	.123	1.608	.110	.774	1.291
Support	-.073	.144	-.035	-.506	.614	.966	1.036

$R^2 = .283$; $\Delta R^2 = .256$; $\Delta F = 18.948$; $p = .000$

Table 19 shows the results of the stepwise regression with perceived performance development as dependable variable. Positive interactions, is the sole predictor of perceived performance development in the past two years regarding service quality, innovation and productivity. Control variables were not significant.

Table 19 - Regression coefficients for perceived performance development, with control variables and positive culture as independent variables

	Unstand. coefficient		Stand.Coeffi.	t	Sig.	Collinearity	
	B	St. Error	Beta			Tolerance	VIF
Gender	.106	.168	.061	.634	.527	.976	1,025
Age	.105	.178	.072	.589	.557	.608	1,644
Job	-.074	.168	-.042	-.438	.662	.974	1,027
Seniority	-.093	.127	-.090	-.735	.464	.604	1,656
Gender	.112	.144	.064	.774	.441	.958	1,044
Age	-.110	.158	-.076	-.699	.486	.564	1,772
Job	-.006	.148	-.003	-.040	.968	.916	1,092
Seniority	-.059	.109	-.057	-.539	.591	.589	1,697
Positive interactions	.663	.110	.553	6.027	.000	.783	1.278
Clear objectives	.005	.153	.003	.031	.976	.756	1324
Support	.060	.200	.025	.298	.766	.955	1.047

$R^2 = .302$; $\Delta R^2 = .289$; $\Delta F = 14.618$; $p = .000$

In sum, positive interactions are the sole predictor of the three dimensions of perceived organizational performance and so hypothesis 3 is only partially supported by the data.

3.3.4. Testing Hypothesis 4

Hypothesis 4: Organizational Virtuousness variables and Positive Culture variables mediate the relationship between Stress and Perceived Organizational Performance.

Hypothesis 4a: Organizational Virtuousness variables - Trust, Optimism, Integrity, Compassion and Forgiveness mediate the relationship between Stress and Perceived Organizational Performance.

Hypothesis 4b: Positive Culture variables – Positive interactions, clear objectives and support mediate the relationship between Stress and Perceived Organizational Performance.

Hypothesis 4 refers to the mediation effect of virtuousness and positive culture in the relationship between stress and perceived organizational performance (comparison, objectives and development).

Mediation occurs when a particular variable accounts for the relationship between the predictor and criterion variables (Baron & Kenny, 1986). Relying on a positive organizational psychology frame, we are assuming that stress has a direct negative association with the perceptions of perceived organizational performance (consistent with our findings in hypothesis 1), but that this relationship might be mediated by the virtuousness variables - trust, optimism, integrity, compassion and forgiveness – experienced at the organizational context.

We will find complete mediation if stress no longer significantly predicts perceived organizational performance when the organizational virtuousness variables are introduced in the analysis. Partial mediation will occur in case the direct path from stress to perceived organizational performance is reduced in absolute size but is statistically significant when the mediator is controlled for.

The mediation effect was assessed in four steps as proposed by Baron & Kenny (1986): Step 1: The independent variable is correlated with the outcome (Stress - Perceived organizational performance); Step 2: The independent variable is correlated with the mediator (Stress-Organizational virtuousness and Positive Culture variables); Step 3: The mediator is correlated with the outcome variable (Organizational virtuousness and Positive Culture variables - Perceived organizational performance) and lastly with Step 4: The effect of the independent variable on the outcome controlling for the mediator is either zero or decreased (Stress - Organizational Virtuousness and Positive Culture variables – Perceived organizational performance).

The Sobel test (Sobel, 1982) for the significance of the mediation effect was also estimated. This test calculates the approximate estimate of the standard error of *the indirect effect*, i.e., the effect of the independent variable controlling for the mediation variable (Mackinnon, 2000).

Table 20 provides the results for Step 1 – relationship between stress and the three perceived organizational performance variables.

Table 20 - Regression results for perceived performance as dependent variables and stress as independent variable – Step 1

	Beta	R ²	F	df	P
Performance comparison	-.246	.052	9.846	159	.001
Performance objectives	-.286	.076	14.229	160.	.001
Performance development	-.254	.056	7.585	110	.01

Table 21 presents the results for Step 2 - relationship between virtuousness and positive culture variables and stress. Only support is not significantly related with stress and therefore it will not be considered further in the mediation analysis.

Table 21 - Regression results for virtuousness and positive culture as dependent variables and stress as independent variable– Step 2

	Beta	R ²	F	df	P
Compassion	-.362	.126	.27.609	183	.001
Forgiveness	-.387	.145	31.964	182	.001
Optimism	-.440	.189	43.741	182	.001
Trust	-.329	.103	22.354	184	.001
Integrity	-.359	.124	26.705	181	.001
Positive interactions	-.462	.209	49.445	182	.001
Clear objectives	-.296	.082	17.440	182	.001
Support	.086	.002	1.366	182	.244

Tables 22 to 24 present the results for Step 3 and show the regression results of the effect of the virtuousness and positive culture variables on perceived performance comparison, objectives and development respectively. These independent variables are always significant. Clear objectives, has a negative effect on perceived performance development in the past two years.

Table 22 - Regression results for performance comparison as dependent variable and virtuousness and positive culture as independent variables – Step 3

	Beta	R ²	F	df	P
Compassion	.227**	.046	9.202	169	.003
Forgiveness	.356***	.122	24.678	170	.001
Optimism	.465**	.212	47.275	171	.01
Trust	.377**	.137	28.358	171	.01
Integrity	.366***	.129	26.164	169	.01
Positive interactions	.438***	.175	13.041	167	.001
Clear objectives	.152	.023	3.746	158	.055

P* <.01; p*** <.001

Table 23 - Regression results for performance objectives as dependent variable and virtuousness and positive culture as independent variables – Step 3

	Beta	R ²	F	df	P
Compassion	.253**	.058	11.673	171	.01
Forgiveness	.391***	.147	30.411	169	.01
Optimism	.511***	.257	60.118	170	.001
Trust	.541***	.289	70.405	170	.001
Integrity	.476***	.222	41.327	168	.001
Positive interactions	.446***	.262	31.216	168	.001
Clear objectives	.331***	.109	19.532	159	.001

p <.05; p* <.01; pp*** <.001

Table 24 - Regression results for performance development as dependent variable and virtuousness and positive culture as independent variables – Step 3

	Beta	R ²	F	df	P
Compassion	.368***	.128	18.313	117	.001
Forgiveness	.430***	.178	26.144	115	.001
Optimism	.564***	.312	54.181	116	.001
Trust	.435***	.182	27.088	116	.001
Integrity	.367***	.127	17.886	115	.001
Positive interactions	.539***	.267	22.105	114	.001
Clear objectives	.226*	.051	5.880	109	.017

p < .001

Table 25 presents the results for Step 4 and the regression results for the mediation effects of Virtuousness and Positive Culture in the relationship between stress and perceived organizational performance.

Table 25 - Regression results for mediation effects – Step 4

	Beta	R ²	F	p	Sobel Z	Type of mediation
Performance comparison						
Compassion	.161*	.067	6.599	.002	2.311**	PM
Stress	-.182*					
Forgiveness	.314***	.138	13.678	.001	3.046**	TM
Stress	-.133					
Optimism	.459***	.215	22.714	.01	3.710***	TM
Stress	-.030					
Trust	.356***	.158	16.064	.01	2.727**	TM
Stress	-.114					
Integrity	.330***	.145	14.363	.01	3.076***	TM
Stress	-.123					
Positive interactions	.439***	.256	19.960	.001	3.860***	TM
Stress	-.156					
Performance objectives						
Compassion	.179*	.098	9.790	.01	2.282*	PM
Stress	-.221**					
Forgiveness	.337***	.167	16.968	.01	3.036**	TM
Stress	-.153					
Optimism	.486***	.252	27.962	.001	3.895***	TM
Stress	-.049					
Trust	.515***	.303	36.034	.001	2.903**	TM
Stress	-.009					
Integrity	.458***	.250	27.518	.001	3.326***	TM
Stress	-.108					
Positive interactions	.487***	.250	27.736	.001	4.038***	TM
Stress	-.044					
Clear Objectives	.268***	.146	6.740	.01	.5914	NS
Stress	-.201**					
Performance development						
Compassion	.298**	.125	8.947	.001	2.419**	TM
Stress	-.144					
Forgiveness	.403***	.197	14.331	.001	2.849**	TM
Stress	-.011					
Optimism	.554***	.300	24.572	.001	3.710***	TM
stress	-.011					
Trust	.393***	.190	14.016	.001	2.312**	TM
Stress	-.133					
Integrity	.347***	.158	11.228	.001	2.463**	TM
Stress	-.130					
Positive interactions	.493***	.256	19.990	.001	3.681***	TM
Stress	-.056					
Clear Objectives	.226*	.051	5.880	.017	1.124	NS
Stress	-.215*					

P < .05; p* < .01; p*** < .001

PM – Partial mediation; TM - Total Mediation; NS – Non-Significant

As shown above, in the relationship between stress and the three perceived performance variables there is a total mediation effect of forgiveness, integrity, trust, optimism and positive interaction. However, compassion shows a partial mediation effect in all of them, with the exception of perceived performance development. The variable, clear objectives, is always non-significant as a mediator.

3.3.5. Testing Hypothesis 5

Hypothesis 5 as stated below looks for buffering effects of individual level variables.

Hypothesis 5: Individual variables of locus of control, self-esteem and workaholism are associated with low levels of stress in the following ways:

Hypothesis 5a): High internal locus of control is associated with low levels of stress.

Hypothesis 5b): High levels of self-esteem are associated with low levels of stress.

Hypothesis 5c): High levels of workaholism are associated with low levels of stress.

Table 26 shows the means, standard deviations, and intercorrelations for stress and the individual variables of locus of control, self-esteem and workaholism.

Table 26 - Means, standard deviations, and intercorrelations for stress and individual variables – locus of control, self-esteem and workaholism

	Mean	St. Dev	1	2	3	4
1. Stress	2,8906	,49886	(.86)			
2. locus of control	14,7865	2,03624	-.308**	(.64)		
3. self-esteem	3,5755	,43669	-.236**	.339**	(.86)	
4. workaholism	3,0225	,44892	.027	.302**	.160*	(.81)

P* <.05; P** <.01

Cronbach's Alphas in parenthesis

Although stress is negatively and significantly associated with locus of control and self-esteem, the relationship with workaholism is non-significant (shaded area), meaning the more internal locus of control or the highest self-esteem, the lower the levels of stress. To test the impact of these individual variables in the levels of stress, a stepwise multiple regression was calculated.

In the first step, the control variables gender, age, job position and company seniority were included and in the second step locus of control, self-esteem and workaholism were included as independent variables. Table 27 below presents the results of the stepwise regression.

Table 27 - Stepwise regression coefficients for stress, with control variables and individual variables as predictors

		Unstand. coefficient		Stand. Coeffic.	t	Sig.	Collinearity	
		B	St. Error	Beta			Tolerance	VIF
1	Gender	.105	.093	.097	1.132	.260	.982	1.019
	Age	-.089	.095	-.093	-.931	.354	.716	1.397
	Job position	.167	.090	.159	1.848	.067	.973	1.027
	Seniority	-.039	.063	-.061	-.608	.544	.721	1.386
2	Gender	.158	.087	.146	1.831	.069	.967	1.034
	Age	-.072	.090	-.076	-.805	.422	.687	1.457
	Job position	.136	.088	.130	1.545	.125	.864	1.158
	Seniority	-.054	.059	-.085	-.918	.361	.719	1.391
	Locus of control	-.068	.022	-.264	-3.023	.003	.800	1.250
	Self-esteem	-.275	.096	-.241	-2.870	.005	.870	1.149
	Workaholism	.192	.097	.168	1.971	.051	.839	1.192

$R^2 = .167$; $\Delta R^2 = .161$; $\Delta F = 8.771$; $p = .000$

Control variables have no significant association with stress but locus of control and self-esteem are significantly related to stress. Locus of control and self-esteem are significantly and negatively associated with stress, whereas workaholism has a positive and significant coefficient.

These results suggest that Hypothesis 5a) and 5b) are supported by this data, as high internal locus of control and higher self-esteem contribute to decrease stress levels and that Hypothesis 5c) is not supported as workaholism is significant but in a positive way, meaning that the higher the levels of Workaholism, the higher the levels of stress.

3.3.6. Testing Hypothesis 6

Hypothesis 6: Individual variables of locus of control, self-esteem and workaholism are positively associated with perceived organizational performance in the following ways:

Hypothesis 6a): High internal locus of control is positively associated with perceived organizational performance.

Hypothesis 6b): High levels of self-esteem are positively associated with perceived organizational performance.

Hypothesis 6c): High levels of workaholism are positively associated with perceived organizational performance.

Table 28 reports the means, standard deviations, and intercorrelations for the individual variables - locus of control, self-esteem and workaholism and perceived organizational performance.

Table 28 – Means, standard deviations and intercorrelations for the individual variables and perceived performance variables

	Mean	St. Dev	1	2	3	4	5	6
1. Locus of control	14,7865	2,036	(.64)					
2. Self-esteem	3,5755	,436	.339**	(.86)				
3. Workaholism	3,0225	,448	.302**	.160*	(.81)			
4. Performance comparison	3,6667	,681	.263**	.151*	.222**	(.73)		
5. Performance objectives	3,3680	,758	.209**	.104	.125	.537***	(.88)	
6. Performance development	2,8095	,833	.230*	-.024	.073	.453***	.559***	(.84)

P < .05; P* < .01; P*** < .001

Cronbach's Alphas in parenthesis

These relationships are always positive and significant, meaning that internal locus of control is significantly correlated with perceived performance outcomes. However, self-esteem and workaholism are only significantly correlated with perceived performance comparison (shaded area). In addition, the three individual variables are significantly correlated among themselves.

To test the impact of these individual variables in perceived organizational performance, a stepwise multiple regression was calculated.

In the first step, the control variables gender, age, job position and company seniority were included and in the second step locus of control, self-esteem and workaholism were included as independent variables. Table 29 below presents the results of the stepwise regression for perceived performance comparison as dependent variable.

Table 29 - Stepwise regression coefficients for perceived performance comparison, with control variables and individual variables as predictors

		Unstand. coefficient		Stand.Coeffic.	t	Sig.	Collinearity	
		B	St. Error	Beta			Tolerance	VIF
1	Gender	.023	.127	.015	.177	.860	.970	1.031
	Age	.168	.123	.135	1.362	.175	.693	1.444
	Job position	-.286	.119	-.204	-2.403	.018	.946	1.057
	Seniority	-.093	.087	-.105	-1.065	.289	.704	1.420
2	Gender	-.003	.122	-.002	-.024	.981	.953	1.049
	Age	.059	.122	.048	.485	.628	.649	1.540
	Job position	-.155	.119	-.111	-1.303	.195	.865	1.156
	Seniority	-.078	.084	-.087	-.926	.356	.701	1.427
	Locus of control	.084	.031	.240	2.693	.008	.783	1.277
	Self-esteem	.071	.133	.046	.536	.593	.863	1.159
	Workaholism	.249	.137	.157	1.822	.071	.843	1.187

$R^2 = .107$; $\Delta R^2 = .102$; $\Delta F = 5.471$; $p = .001$

Although job position was significant and negative in the first step, it lost significance when individual variables were included in the regression. Only locus of control significantly predicts perceived performance comparison ($B = .240$, $p = .008$).

Table 30 below presents the results of the stepwise regression for perceived performance objectives as dependent variable.

Table 30 - Stepwise regression coefficients for perceived performance objectives, with control variables and individual variables as predictors

		Unstand. coefficient		Stand.Coeffi	T	Sig.	Collinearity	
		B	St. Error	c. Beta			Tolerance	VIF
1	Gender	.084	.141	.051	.597	.552	.968	1.034
	Age	.204	.136	.150	1.506	.134	.703	1.421
	Job position	-.075	.130	-.050	-.581	.562	.950	1.052
	Seniority	-.010	.096	-.011	-.106	.916	.714	1.400
2	Gender	.051	.141	.031	.366	.715	.949	1.054
	Age	.140	.139	.104	1.010	.314	.655	1.526
	Job position	.002	.135	.001	.015	.988	.862	1.160
	Seniority	.005	.095	.006	.056	.955	.710	1.409
	Locus of control	.064	.036	.169	1.787	.076	.768	1.302
	Self-esteem	.096	.152	.057	.632	.529	.856	1.168
	Workaholism	.055	.157	.032	.354	.724	.839	1.192

$R^2 = .015$; $\Delta R^2 = .039$; $\Delta F = 1.897$; $p = .133$

Results show no significant prediction ability of either control or independent variables.

Table 31 below presents the results of the stepwise regression for perceived performance development as dependent variable.

Table 31 - Stepwise regression coefficients for perceived performance development, with control variables and individual variables as predictors

		Unstand. coefficient		Stand.Co effic.	T	Sig.	Collinearity	
		B	St. Error	Beta			Tolerance	VIF
1	Gender	.038	.194	.021	.196	.845	.972	1.029
	Age	.149	.201	.101	.744	.459	.574	1.743
	Job position	-.043	.192	-.023	-.225	.823	.989	1.011
	Seniority	-.132	.142	-.128	-.932	.354	.565	1.770
2	Gender	.012	.193	.006	.060	.952	.950	1.052
	Age	.075	.202	.051	.371	.712	.547	1.827
	Job position	.034	.196	.018	.173	.863	.918	1.090
	Seniority	-.096	.141	-.093	-.683	.497	.557	1.797
	Locus of control	.113	.046	.271	2.425	.017	.822	1.217
	Self-esteem	-.087	.192	-.049	-.454	.651	.877	1.140
	Workaholism	-.039	.204	-.021	-.191	.849	.862	1.160

$R^2 = .001$; $\Delta R^2 = .062$; $\Delta F = 2.000$; $p = .120$

Locus of control is the only independent variable that significantly predicts perceptions of organizational performance in the past two years.

These results show that the only significant predictor is locus of control for perceived performance comparison and development. The positive significance of the coefficient suggests that individuals with higher internal locus of control are more likely to have positive perceptions of organizational performance.

Hypothesis 6 is therefore not entirely supported but partial support was obtained for the individual variable locus of control in relation to perceived performance comparison and development.

3.3.7. Testing Hypothesis 7

Hypothesis 7 analyses the moderating effect of the three individual variables– locus of control, self-esteem and workaholism - in the relationship between stress and perceived organizational performance.

Hypothesis 7: Individual variables of Locus of control, Self-esteem and Workaholism moderate the relationship between and Perceived Organizational Performance.

Hypothesis 7a): High internal locus of control moderates the relationship between stress and perceived organizational performance.

Hypothesis 7b): High levels of self-esteem moderate the relationship between stress and perceived organizational performance.

Hypothesis 7c): High levels of workaholism moderate the relationship between stress and perceived organizational performance.

To test this hypothesis, the three variables were divided in two groups, as follows:

Locus of Control factor– two groups were defined as internals (high internal LC) and externals (high external LC) - the minimum possible score was nine which was added to the maximum possible score that is eighteen and divided by two. The score obtained was 13.5, therefore 14 was considered the cut-off and scores up to 14 were considered externals and scores 14 or higher were considered internals.

Self-esteem factor - two groups were defined - high and low; The cut-off point was 3,56 that corresponds to the average score. All the scores below were considered low self-esteem (Low SE) and all the scores equal or above were considered high self-esteem (High SE).

Workaholism factor - the median, mode and mean were found at score 3. Therefore, this was taken as a cut-off point; below and up to 3 corresponds to low workaholism and above 3 to high workaholism.

Table 32 presents the means, standard deviations and intercorrelations for stress, locus of control factor, self-esteem factor and workaholism factor and the perceived performance variables (comparison, objectives and development).

Table 32 - Means, standard deviations, and intercorrelations for stress, locus of control, self-esteem and workaholism factors and perceived performance variables

	Mean	St. Dev	1	2	3	4	5	6	7
1. Stress	2.90	.499	(.86)						
2. Locus of control H-L	1,7215	.44968	-.231**						
3. Self-esteem H-L	1,5412	,49977	-.163*	.159*					
4. Workaholism H-L	1,4474	,49887	.013	.277**	.133				
5. Performance comparison	3.66	.697	-.25***	.144*	.094	.234***	(.73)		
6. Performance objectives	3.37	.760	-.29**	.181*	.026	.168*	.54**	(.88)	
7. Performance development	2.81	.830	-.25**	.130*	-.018	.152*	.45**	.56**	(.84)

P < .05; P** < .01; P*** < .001
Cronbach's Alphas in parenthesis

As shown in this table, locus of control factor and workaholism factor are positively and significantly correlated with the three perceived performance variables (shaded area).

To assess the moderator effect, three variables were computed by multiplying stress by the three factors: stress x locus of control factor, stress x self-esteem factor and stress x workaholism factor. To avoid multicollinearity, a centered variable was created for stress by subtracting the overall mean from all values of the variable (Hox, 2010). Then a multiple regression was used to test these hypotheses.

Table 33 shows the regression coefficients for the two independent variables, Locus of control factor and Stress, and the moderator variable using perceived performance comparison as dependent variable

Table 33 - Regression coefficients for perceived performance comparison with stress and locus of control H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c.	T	Sig.
	B	St. Error			
Locus of control H-L	.127	.136	.079	.935	.351
Stress	-.577	.478	-.411	-1.209	.229
StressXLocus of control H-L	.154	.266	.194	.579	.564

R² = .049; Δ R² = .068; Δ F = 3.517; p=.017

None of these relationships proved to be significant. Nevertheless, in Fig. 6 below we can find an interaction effect of locus of control although not significant.

Figure 6 – Interaction effect of Locus of Control H-L, in perceived performance comparison

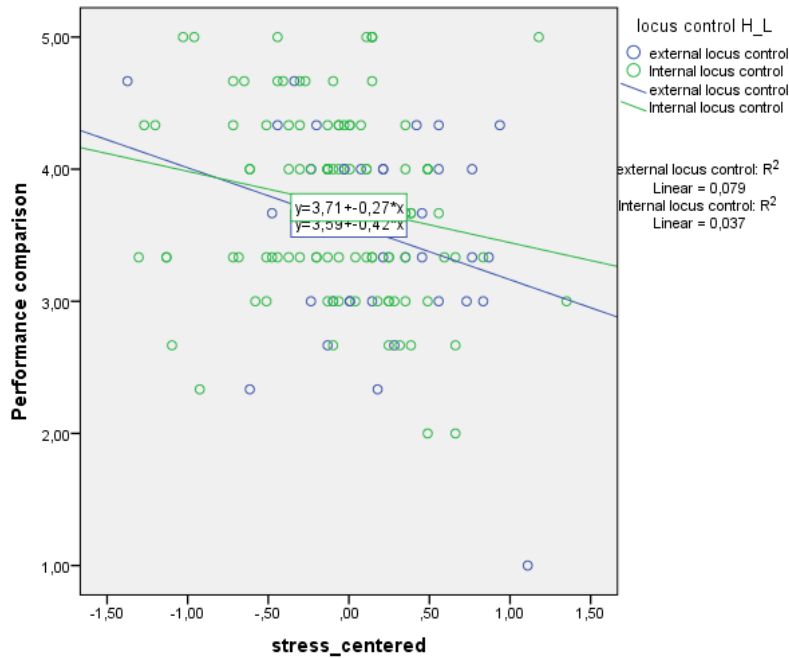


Table 34 presents the regression coefficients for the moderator analysis in the relationship between stress and perceived performance objectives. None of the effects are significant and Fig. 7 below shows there is no interaction whatsoever.

Table 34 - Regression coefficients for perceived performance objectives, with stress and locus of control H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand. Coeffic.	t	Sig.
	B	St. Error	Beta		
Locus of control H-L	.115	.147	.066	.783	.435
Stress	-.399	.515	-.261	-.775	.439
StressXLocus of control H-L	-8.763E-005	.287	.000	.000	1.00

$R^2 = .062$; $\Delta R^2 = .081$; $\Delta F = 4.253$; $p = .007$

Figure 7 – Interaction effect of Locus of Control H-L, in perceived performance objectives

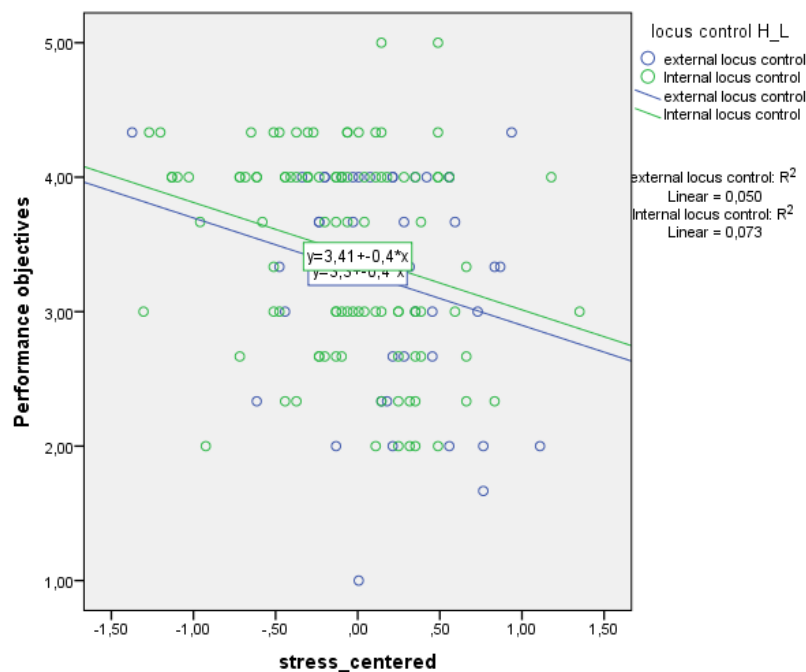


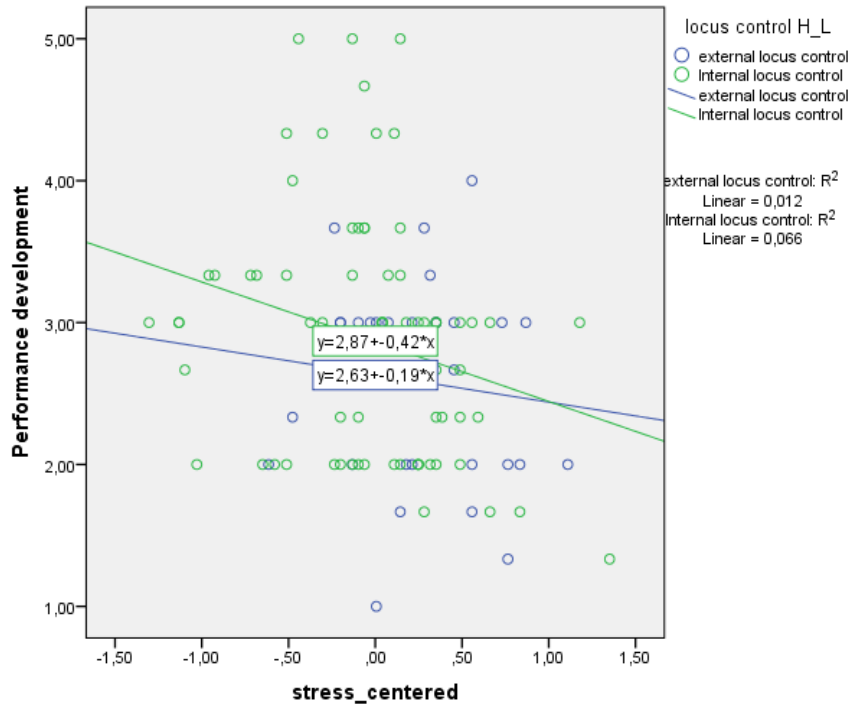
Table 35 presents the regression coefficients for the moderator analysis with perceived performance development. These results are similar to the other two previous non-significant moderations although in Fig. 7 we can find slight signs of moderation.

Table 35 - Regression coefficients for perceived performance development, with stress and locus of control H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c. Beta	t	Sig.
	B	St. Error			
Locus of control H-L	.231	.194	.130	1.192	.236
Stress	.033	.738	.020	.044	.965
StressXLocus of control H-L	-.227	.401	-.250	-.566	.573

$R^2 = .052$; $\Delta R^2 = .079$; $\Delta F = 2.892$; $p = .039$

Figure 8 – Interaction effect of Locus of Control H-L, in perceived performance development



In conclusion, we may infer that although interaction is statistically non-existent, it seems that respondents with internal locus of control have less stress and higher positive performance perceptions.

Tables 36 to 38 show the results when testing the moderator effect of self-esteem factor in the relationship between stress and perceived organizational performance.

Table 36 - Regression coefficients for perceived performance comparison with stress and Self-esteem H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c.	t	Sig.
	B	St. Error			
Self-esteem H-L	.079	.110	.057	.719	.473
Stress	.205	.376	.147	.544	.587
StressXSelf-esteem H-L	-.328	.224	-.395	-1.464	.145

$R^2 = .055$; $\Delta R^2 = .073$; $\Delta F = 4.032$; $p = .009$

Table 37 - Regression coefficients for perceived performance objectives with stress and Self-esteem H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c.	t	Sig.
	B	St. Error	Beta		
Self-esteem H-L	-.067	.120	-.044	-.560	.576
Stress	-.677	.406	-.444	-1.669	.097
StressXSelf-esteem H-L	.149	.242	.163	.614	.540

$R^2 = .065$; $\Delta R^2 = .083$; $\Delta F = 4.671$; $p = .004$

Table 38 - Regression coefficients for perceived performance development with stress and Self-esteem H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c.	t	Sig.
	B	St. Error	Beta		
Self-esteem H-L	-.101	.547	-.061	-.185	.854
Stress	-.082	.160	-.049	-.511	.610
StressXSelf-esteem H-L	-.210	.324	-.212	-.648	.518

$R^2 = .047$; $\Delta R^2 = .073$; $\Delta F = 2.758$; $p = .046$

No significant moderator effects were obtained in these tests.

A similar procedure was conducted to test the moderator effect of workaholism factor in the relationship between stress and perceived organizational performance.

As Tables 39 to 41 show no moderator effects were found.

Table 39 - Regression coefficients for perceived performance comparison with stress and workaholism H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c.	t	Sig.
	B	St. Error	Beta		
Workaholism H-L	.372	.107	.265	3.477	.001
Stress	-.386	.325	-.275	-1.190	.236
StressXWorkaholism H-L	.000	.217	-.001	-.002	.998

$R^2 = .126$; $\Delta R^2 = .143$; $\Delta F = 8.262$; $p = .000$

Table 40 - Regression coefficients for perceived performance objectives with stress and workaholism H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c.	t	Sig.
	B	St. Error	Beta		
Workaholism H-L	.283	.120	.183	2.360	.020
Stress	-.472	.362	-.306	-1.303	.194
StressXWorkaholism H-L	.018	.243	.018	.075	.941

$R^2 = .098$; $\Delta R^2 = .116$; $\Delta F = 6.458$; $p = .000$

Table 41 - Regression coefficients for perceived performance development with stress and workaholism H-L as independent variables and the moderator variable

	Unstand. coefficient		Stand.Coeffi c.	t	Sig.
	B	St. Error	Beta		
Workaholism H-L	.290	.164	.172	1.767	.080
Stress	-.169	.482	-.101	-.351	.726
StressXWorkaholism H-L	-.218	.331	-.191	-.659	.511

$R^2 = .070$; $\Delta R^2 = .097$; $\Delta F = 3.607$; $p = .016$

The only significant results are the direct effect of Workaholism on perceived performance comparison and perceived performance objectives as graphically represented by Figs. 9 and 10.

Figure 9 –Direct effect of Workaholism on perceived performance comparison

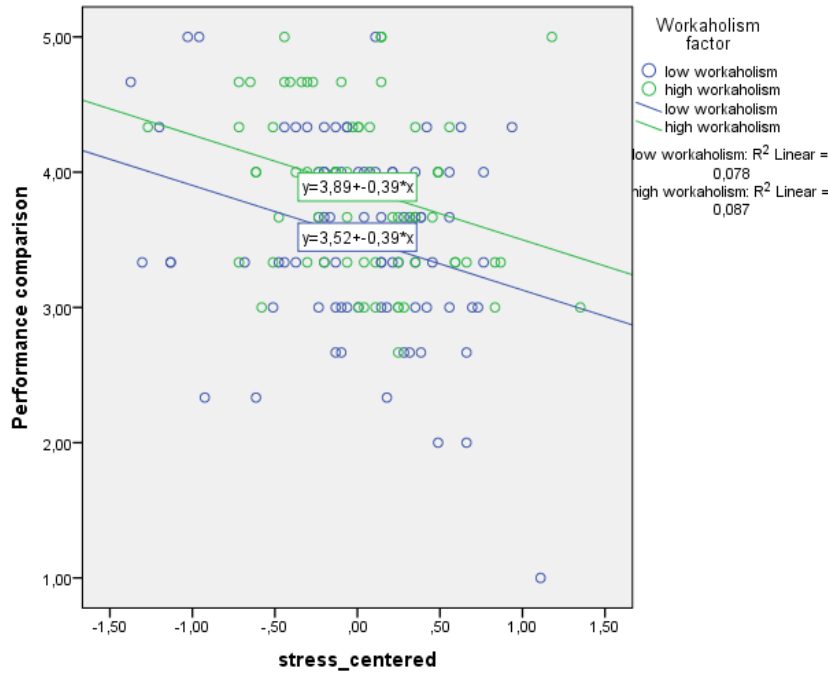
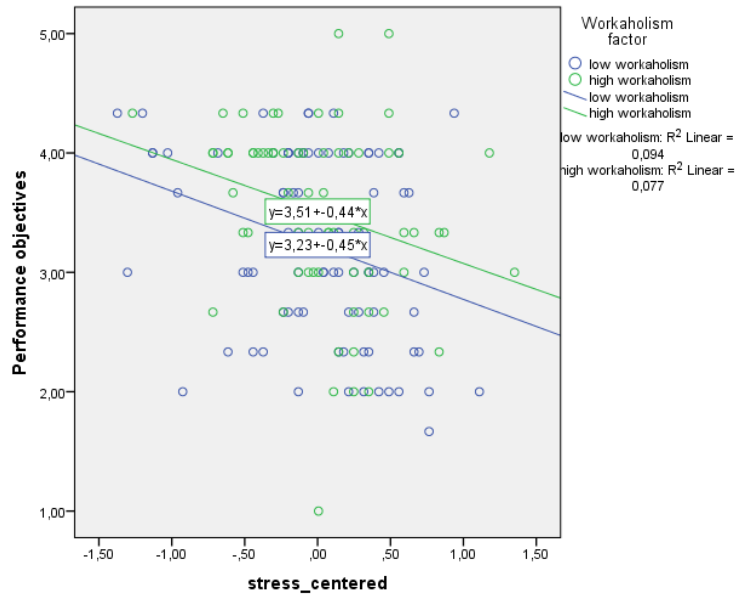


Figure 10 – Direct effect of Workaholism on perceived performance objectives



We may infer that although interaction is non-existent, high workaholics are likely to have higher performance perceptions in all its dimensions than low workaholics, either in very stressful or less stressful situations.

In summary, the individual variables have no moderating effect on the relationship between stress and perceived organizational performance variables.

Since the moderator effects were non-significant we looked for mediation effects. The only significant one was the mediation of Locus of Control in the relationship between stress and perceived performance comparison.

Table 42 - Regression results for the mediation effect of locus of control on the relationship between stress and perceived performance comparison

		Beta	R ²	F	df	p
Step 1	Stress - performance comparison	-.241	.052	9.846	159	.002
Step2	Stress-Locus of control	-.308	.089	17.148	164	.000
Step 3	Locus of control – performance comparison	.263	.063	11.565	156	.001
Step 4	Locus – performance comparison	.215**	.087	7.996	145	.001
	Stress – performance comparison	-.170*				

P < .05; P** < .01

Sobel Z = 1.048, p = .147

However as the note of Table 42 shows, the Sobel test is non-significant, so no mediation effects were found among these variables concluding that our data does not confirm Hypothesis 7.

3.4. EMPIRICAL STUDY TWO

3.4.1. Quasi-Longitudinal Analysis for IEFP and ITIJ

In two organizations – IEFP e ITIJ - data was collected in two periods of time: in May 2005 and May 2007. The goal was to assess if time produced any significant effects in the relationships between the variables considered in this study. It was not possible to match the sample in time 1 and time 2 and therefore a repeated measures analysis was not possible to be performed. A quasi-longitudinal analysis is included instead. A multivariate analysis of variance (MANOVA) was performed to assess the differences in the variable means between time 1 and time 2.

As already mentioned, the stage in which the organizational change program was being experienced in the two organizations was quite different, both between them, and over time for each one of them as we will present further.

Two analysis were performed, the first one for the IEFP organization and the second with ITIJ.

Table 43 – MANOVA results for the comparison of means in time 1 and time 2, IEFP

	Mean T1	Mean T2	St.Dev. T1	St.Dev. T2	Bet.Groups Mean Squ.	F	Sig.	N
Stress	2.896	2.893	.488	.566	0.000	0.002	.967	210
Performance comparison	3.735	5.619	.688	.756	0.639	1.247	.265	198
Performance Objectives	3.377	3.387	.776	.702	0.005	0.009	.925	196
Performance Development	2.868	2.902	.862	.831	0.037	0.051	.822	134
Compassion	2.682	2.739	.713	.703	.235	.468	.495	299
Forgiveness	3.029	3.060	.727	.645	.073	.152	.697	299
Trust	2.942	3.011	.793	.804	.348	.546	.461	299
Optimism	2.758	2.849	.658	.652	.599	.449	.503	298
Integrity	2.975	3.027	.674	.632	.194	.449	.503	299
Positive culture	2.952	3.057	.650	.630	.657	1.593	.208	250
Locus of control	5.730	5.320	2.075	2.185	6.975	1.780	.184	207
Self-esteem	3.579	3.606	.445	.436	.036	.184	.668	213
Workaholism	2.972	3.042	4.464	.424	.241	1.192	.276	208

According to the MANOVA results presented in table 43, no significant differences were found from time 1 to time 2 in IEFP. Almost all variables show a slight increase and some differences although not significant. Perceived performance comparison, Positive culture and Workaholism are worth mentioning because they all show a large increase in time 2.

Stress and Locus of control decrease in time 2, i.e., there is more external locus of control than in time 1, suggesting that either the subjects in the second sample were more external than the subjects in the first sample or the effects of time made them feel less control over events.

In summary, for this organization, IEFP, no significant changes were observed as time elapsed. There were non-significant increases in the virtuousness variables and decreases in the stress levels although not significant. We may assume that the employee's perceptions

were not affected by the continuity of the change program. This is a puzzling result that deserves further analysis in future research.

Results for ITIJ are presented below. As shown in Table 44, the MANOVA analyses with stress and the three perceived organizational performances (comparison, objectives and development) have not produced any statistical significant differences between groups in time 1 and time 2. Similar to IEFPP there is a very slight decrease in stress levels and a very slight increase in the three perceived performance variables. Therefore the effect of time in the relationship between stress and perceived performance was also non-significant.

Table 44 – MANOVA results for the comparison of means in time 1 and time 2, ITIJ

	Mean T1	Mean T2	St.Dev. T1	St.Dev. T2	Bet.Groups Mean Squ.	F	Sig.	N
Stress	2.865	2.856	.568	.478	.001	.003	.960	40
Performance comparison	3.386	3.484	.698	.886	.074	.128	.723	36
Performance Objectives	3.293	3.636	.823	.546	.899	1.585	.217	36
Performance Development	2.666	3.000	.838	1.354	.444	.484	.494	24
Compassion	2.746	2.378	.602	.815	.1502	3.416	.070	57
Forgiveness	3.297	2.946	.479	.611	1.361	5.112	.028	57
Trust	3.171	2.802	.623	.740	1.503	3.500	.067	57
Optimism	2.917	2.752	.527	.696	.302	.912	.344	57
Integrity	3.151	3.039	.543	.528	.138	.473	.494	57
Positive culture	3.055	2.851	.467	.628	.405	1.498	.227	46
Locus of control	5.960	5.500	2.009	2.345	1.976	.437	.513	41
Self-esteem	3.611	3.777	.438	.530	.241	1.096	.302	40
Workaholism	3.214	3.376	.538	.341	.217	.914	.345	38

Additionally at ITIJ, from time 1 to time 2 the virtuousness variables all decrease. Since the mandate of the Board was precisely between 2005 and 2007, it seems that ITIJ workers' were less tolerant as time went by towards the end of this management cycle.

The only significant difference was found for forgiveness which combined with the almost significant differences in compassion and trust lead us to suggest that less tolerance and increased cynicism or skepticism result from the passage of time. The analysis with the variable Positive Culture produced the same results as the virtuousness variables, both for IEFPP and ITIJ, meaning non-significant differences between groups and the non-significant effect of time.

“There is only one success –

to be able to spend your life in your own way.”

Christopher Morley

CHAPTER 4 – GENERAL DISCUSSION AND CONCLUSIONS

4.1. MAIN FINDINGS FOR STUDY ONE

In Chapter 3 we have presented and analyzed the results of the seven hypotheses we have studied and in this chapter we will summarize its main findings. The results of our research reveal interesting findings worth of discussion as well as several useful managerial implications. Before discussing the findings for each of the hypothesis of this study, a general overview of some objective indicators of the change program may be highlighted. This objective outcomes concern the mergers of these institutions that were initially considered as goals of the change program. Actually, the mergers of the following institutes:

ITIJ was merged with another institute and took the name of IGFEJ (Instituto de Gestão Financeira e Equipamentos da Justiça).

CHMT was a very recent product of the merger of three specific hospitals when the data collection took place and the goal of creating shared services in IT, HR and Finance was achieved.

IPT and INFTUR were merged with three other institutions to create Turismo de Portugal.

All of these changes resulted in significant cost savings, at least in the number of Board members and administrative costs.

On the other hand, in IIEFP the outsourcing of some of the subsidiary functions was achieved and in IAPMEI although they did not merge, they were able to implement the SIADAP evaluation performance system.

In summary, although it was not possible to gather information on the successful achievement of the major change goals – some information unfolded during the second interviews and public information revealed that some of these objectives were attained by these institutions over time.

Findings of empirical study two will be discussed on section 4.2.

4.1.1 FINDINGS FOR HYPOTHESIS 1

Hypothesis 1 in this study proposed a negative association between stress and perceived organizational performance. This hypothesis was totally confirmed, since stress was negatively and significantly predicting the three outcomes of perceived organizational performance. Findings provide support for the negative impact of stress on perceived organizational performance in all its dimensions, this is, when comparing performance with other institutions, striving to achieve goals or considering the organization's evolution in recent years. This is not an unexpected result. Stress is expected to be particularly high in public organizations that have experienced governmental reforms affecting their attitudes, perceptions and outcomes (Noblet & Rodwell, 2008).

In addition, results suggest that older employees have a more positive perception of their organization's performance when change objectives are considered. Trying to interpret this result and using some personal experience from a large number of different organizations there could be a paradoxical interpretation of resistance to change. Older employees try to justify their negative feelings towards change by minimizing the distance between what is expected to be achieved by the change program and what has been achieved in the past.

This is simultaneously a way to legitimate their own contribution in the past by acknowledging that there is nothing really new or different in the current change propositions. Differences in the benchmark perceptions of organizational performance were also found; Managers have higher perceptions of performance than technical professionals and these have higher perceptions of performance than clerical workers. This result may be interpreted by the decision latitude that these different jobs may intrinsically have, acting as a buffer on stress, as argued by Karasek (1979).

4.1.2 Findings for hypothesis 2

Hypothesis 2 proposes a negative relationship between stress levels and the organizational virtuousness and positive culture dimensions. This hypothesis was supported by the results, except for levels of support, one of the positive culture variables. In order to better understand why levels of support did not decrease the levels of stress, the items in this variable highlight emotional support rather than informational support. If people are

concerned about their future in the organization, in the midst of a major change program, they may be more interested in receiving important information to help them better cope with the demands of the change instead of just emotional support.

Relative to the other virtuousness and positive culture dimensions, in any organizational context but most especially in this one, it is unrealistic to eliminate stress, so other forms of improving the organization's performance must be found (Avey, 2009). We have found that in these organizations, high levels of organizational virtuousness such as trust, optimism, integrity, compassion and forgiveness and positive culture are all associated with low levels of stress. Therefore we might have encountered one way to improve performance that does not merely imply interventions on stressors (Kammeyer-Mueller, 2009), as traditionally most literature would suggest, if these variables are capable of additionally proving a positive association with performance.

4.1.3 Findings for hypothesis 3

The next logical step after the findings of hypothesis 2 was therefore to assess the positive association of organizational virtuousness and positive culture on the perceptions of organizational performance. This is the purpose of hypothesis 3.

Results suggest that all types of perceived organizational performance are positively predicted by one of the organizational virtuousness variables: Perceived performance in comparison with other organizations is positively predicted by optimism, probably due to a perception of greater proactiveness of the organization in meeting the change objectives. Perceived performance relative to change objectives is positively predicted by integrity. One possible explanation may reside in an alignment of the externally imposed change goals with the organizational identity. The perceptions of the performance development in the last two years, is positively predicted by trust. The fact that people trust each other and trust their management leads them to believe that they have already gone a long way in the achievement of the change purposes.

However compassion was significantly and negatively predicting the perceptions of performance benchmark and performance relative to change objectives. This was an unexpected result. A possible explanation may be that compassionate values and practices are not highly perceived in relation to performance and are more associated with the organizations' culture and specific conditions (Dutton et al., 2006). Most accurately in the public sector there is a certain perception, sometimes stigmatized, that these organizations are not so goal-driven and assertive which might explain why compassion would be perceived as a soft value incapable of contributing to higher levels of performance. On the other hand, many of these structural changes in the public sector have been publicized as managerial practices and values that are more competitive and performance oriented in stream with the private sector. Therefore it is difficult for workers to perceive these more complex and analytical instruments proclaimed to bring more efficiency and productivity as remotely related to a compassionate organizational value or practice. On the other hand, a compassionate organization perceived as too paternalistic, sometimes inconsistent and less accountable where there are no consequences linked to the quality, effort and engagement of the work done is definitely not associated with the perception of higher performance.

The positive impact of optimism, integrity and trust should nevertheless be highlighted. Other studies had proved this positive association between organizational virtuousness and performance (Cameron et al., 2004) and our findings equally found validity in this assumption for the public institutions we have studied undergoing severe governmental change. In sum, acknowledging these positive influences gives an opportunity for management to play a critical role in empowering and amplifying these values and practises (Bright, 2006). In fact, from these findings, optimism, integrity and trust as organizational values appear with stronger links towards performance so from a managerial point of view these might be considered as prioritized interventions to accomplish.

When the positive culture variables are considered, the three perceived performance outcomes are only predicted by positive interactions. Therefore, these positive interactions highlight friendship and joy in the working relationships and are positively influencing the perceptions of performance almost as a proxy of job satisfaction.

Although not significant, support has a negative association with perceptions of performance (both comparison and objectives) which is consistent with the results in hypothesis 2 showing that support did not decrease the levels of stress.

4.1.4 Findings for hypothesis 4

In hypothesis 4 we propose that the effect of stress on perceived organizational performance is mediated by organizational virtuousness and positive culture, given the positive impact of these variables on the perceived outcomes.

Results show that in fact, a full mediation exists for the variables that were previously found to affect perceptions of organizational performance (integrity, trust, optimism and positive interactions). In addition to this, forgiveness also fully mediates this relationship whereas compassion has only a partial mediation effect. On the other hand, clear objectives are not a significant mediator.

These relationships should be more deeply analysed in future studies, to better understand the type of effects. A longitudinal design may allow us to evaluate the impact of virtuousness over time. In addition, more objective and specific indicators of organizational performance should be used to enhance this understanding.

4.1.5 Findings for hypothesis 5

In hypothesis 5, a new set of variables were introduced to consider the impact of individual characteristics in experienced stress: Locus of Control, Self-esteem and Workaholism. Findings show that these individual variables have a strong association with stress – internal locus of control and higher self-esteem are associated with lower levels of stress, which is consistent with the literature such as Abousserie, 1994 or Judge *et al.*, 2002.

It is natural that individuals with an internal locus of control and/or high self-esteem will increase their perceptions of individual control over events in a context of high uncertainty and ambiguity that comes with major organizational change programs. They are therefore more able to cope with the demands of this critical experience.

However workaholism is positively and significantly associated with stress. Hypothesis 5c) was not supported by the data suggesting that workaholism significantly predicts higher levels of stress, as mentioned by Schaufeli *et al.*, 2008b. Unlike internal locus of control or high self-esteem, workaholism may provide a feeling of pseudo-control because more working hours are devoted to the organization but exhaustion and tension may be a consequence therefore leading to stress.

4.1.6 Findings for hypothesis 6

In hypothesis 6 we are considering the impact of the same individual variables – Locus of Control, Self-esteem and Workaholism in perceived organizational performance, in comparison with other institutions, referring to the objectives set in the change program and considering the evolution in the last two years.

Although individual buffering variables have a strong association with stress, more so, internal locus of control and high self-esteem, only internal locus of control significantly predicts the perceptions of organizational performance in the last two years and in comparison with other organizations. In what concerns organizational performance *vis a vis* the change objectives, internal locus of control is almost significant whereas the other two variables have no predicting power. An interesting result was that although workaholism is significantly and positively related with stress it almost reaches significance as a positive predictor of perceived organizational performance comparison. How can this result be interpreted? The fact that people work for very long hours may induce the feeling that this extraordinary effort is contributing to organizational performance, or else it would create high levels of cognitive dissonance. For some reason, this applies to the comparison with other organizations working as a source of self-justification.

In sum, it seems that in this study, the organizational virtuousness and positive culture variables are stronger in influencing the organization's performance perception than the individual variables. In general, the virtuousness and positive organizational variables are likely to more strongly influence the organization's performance perception. This provides an interesting insight for practical implications, as we have found that individual characteristics may have a positive influence in containing stress but interventions on the organizational variables are more effective concerning performance.

4.1.7 Findings for hypothesis 7

In hypothesis 7, a moderating effect of the individual variables – Locus of Control, Self-Esteem and Workaholism - on the relationship between stress and the perceptions of organizational performance was proposed.

The expectation was that individuals with internal locus of control, high self-esteem and high workaholism would have significantly higher perceptions of organizational performance with lower experienced stress than individuals with external locus of control, low self-esteem and low workaholism. Results however did not produce any significant moderation effects, although there are some signs of moderation which did not reach statistical significance. This suggests that the two types of variables act separately on the outcomes but they do not have any joint effects.

4.2. MAIN FINDINGS FOR STUDY TWO

The second study of this research was a quasi-longitudinal analysis with the same variables but introducing the variable time. Data were collected two years later to see whether overtime the findings of the first period would remain the same. In one of the organizations – IEFP - no significant differences were found between time 1 and time 2. However, there was a slight increase in almost all variables but a slight decrease in locus of control, meaning that the sample in time 2 was slightly more external than the sample in time 1. Although caution is required in the interpretation of these results, a reasonable question would be if the passage of time associated with the absence of significant improvements and the continuance of the change demands is not creating the expectation of less control over events and outcomes perceived by the employees. This increase in externality is accompanied by an increase in workaholism which may also increase cynicism and helplessness.

In the second organization – ITIJ – results were a bit different since a significant decrease in forgiveness was found in time 2 as well as almost significant decreases in compassion and

trust. These results are different from the ones obtained in IEF and only locus of control and workaholism show the same pattern of increased externality and work effort.

To evaluate why forgiveness (and compassion and trust) decreases with the passage of time in the same organization, we might infer that people become less tolerant towards colleagues and managers and at the same time less prone to trust others.

For future research it will be interesting to obtain objective data on performance and analyze whether the lack of positive change results is associated with this reduced virtuousness in organizations.

4.3. LIMITATIONS OF THE STUDY

The findings of this research must be tempered by the acknowledgement of its limitations. First, our findings are based on self-reported data, namely self-administered questionnaires. This methodology may result in source bias (e.g., the social desirability effect) or common method variance. Evidently we recognize the importance to supplement self-report data with other methodologies such as qualitative methods, social network analysis and independent and objective information.

Nevertheless, the study demonstrates sound psychometric properties in terms of the reliabilities of the research variables, which testifies to the solid structure of our measures. In addition, to try to reduce this problem, interviews were conducted with the top management of these organizations before and after the survey. These top managers were not part of the sample that responded to the survey.

Besides, two data collection moments were used in the two largest organizations with a two year time frame difference. Although this is a research limitation, some studies have suggested that common-method variance may not be as serious a problem as generally assumed (Spector, 2006). Indeed, self-reports may be the most accurate means of assessing certain variables, given their reflexive nature, like most of the variables used in this study, for instance, self-esteem, locus of control, compassion or forgiveness.

Second, our studies used cross-sectional data, making it impossible to draw definitive conclusions regarding causal relationships. We have in fact tried to have more than a snapshot of a singular organizational change moment since we were very interested in a more longitudinal research and the analysis of different time spans.

Unfortunately, we were only able to accomplish this for two different years and with two of the organizations that were more participative and responsive. In reality, organizational change periods are very delicate moments for organizations, impossible to replicate due to the very high anxiety and uncertainty levels that leave the workers with less willingness and openness to respond to questionnaires. So it would be very valuable to extend these findings and more research is needed into the long-term effects to further study causal inferences from the model proposed.

Another methodological vulnerability is associated with the fact that some of the variables proved to have a low reliability and some of them were therefore not included in the analysis.

Lastly, for the reasons mentioned above, our responses rates were low (~30%), which may question the generalizability of our findings. It should be noted, however, that low response rates are not uncommon in crossover research (Mauno & Kinnunen, 1999; Demerouti, 2012). Further, our findings are limited to six organizations within the Portuguese public sector, so caution not to generalize should be used to interpret many of our analyses.

4.4. THEORETICAL IMPLICATIONS AND FUTURE RESEARCH

To our knowledge, no studies were conducted analyzing major organizational change programs in public administration, combining stress, organizational virtuousness, positive culture, individual positive characteristics and an individual negative characteristic and their impact on perceived organizational performance. This is therefore a contribution to the literature, particularly to the literature in public administration.

The conclusions drawn from this research also contribute to the understanding of virtuousness as an intriguing and complex theme, brought to the organizational world through positive psychology but gradually recognized, with growing interest, by other fields. In this research we have followed Cameron *et al.* leading studies (Cameron et al., 2004) emphasizing the buffering effect of organizational virtuousness in preventing negative outcomes. They reported “*that virtues such as courage, hope, or optimism, faith, honesty or integrity, forgiveness, trust or compassion all have been found to be preventive agents against psychological distress*” (p. 773).

The results of this research have shown that the selected virtuousness variables have a strong impact on lowering stress levels and contributing to perceived performance. In fact, it is an empirical support for Cameron’s proposal that positive features may combined with the inevitable negative features of a major change process produce positive change (Cameron, 2008). This positive context was also described by Cameron *et al.*, 2004, to be present even in organizations that have experienced traumatic situations like downsizing. Future studies could focus on this paradox by using a clear longitudinal methodology and objective indicators of organizational performance in individual organizations. This would allow for a comparison of performance over time and eliminate the problem of comparing performance across different organizations.

A third interesting contribution of this study concerns the differential effect of the virtuousness versus the individual buffering variables. Although causality may not be inferred in our analysis, results highlighted a stronger effect of the virtuousness variables and positive culture on perceived organizational performance on one hand and a stronger effect of the individual buffering variables on experienced stress on the other hand. These findings deserve further investigation by testing alternative models with structural equation modeling. We chose not to do so because it would have called for broader theory building, rationalization and a more intricate analysis. Our model has pointed to relations among variables that are conceptually very clear and understandable, but other more complex and interweaved associations undoubtedly deserve future consideration and could use our model as a starting point for comparison and further development.

When presenting the results for the moderation effect of the individual buffering variables, workaholism presented a positive and significant relationship with stress which did not confirm our hypothesis 5 c). Additionally, it almost reached significance as a positive predictor of perceived organizational performance, when performance was being assessed

with comparable public organizations. Two different research questions may be raised with this result. One is that although stress inducing, working longer hours may indeed contribute to organizational performance, particularly in benchmark considerations. Second, this could be an individual strategy to reduce cognitive dissonance. This opens an avenue for future studies on workaholism and cognitive dissonance.

As mentioned in section 4.1., the perceived organizational performance variables were predicted by different virtuousness variables. The reasons behind the impact of optimism on the benchmark performance assessment, integrity on the perceived performance objectives, and trust on perceived performance development deserve a deeper understanding to be pursued in future studies, as well as the role of compassion in organizations, most specifically in public ones. Critics of the 'New Public Management' such as Diefenbach, 2009 refer to additional workload, increased employee monitoring to lead to rising levels of stress, i.e., leading to less empowerment and more infantilization of employees. This critical perspective could have some support with our results but these comments are tempered by the consideration of the virtuousness variables. On the other hand, we found that compassion is always a negative predictor of perceived performance which suggests that in order to have good organizational performance, compassion should not be a priority.

On a more general stance, we must note that our data and model applied only to the public sector, therefore it would be most valuable to develop a large-scale quantitative comparative study on both public and private organizations, undergoing organizational change programs, to provide recommendations that would be applicable to a wider range of organizations.

Future organizational studies could also focus on examining the influence of some specific managerial behaviors and characteristics that could favor and provide support, not only for coping with stress, as traditionally referred in the literature, but simultaneously monitoring and developing the individual and organizational characteristics that emphasize positive emotions at work. It is the combination of these characteristics – individual and organizational – that may lead to greater individual employee performance and presumably to better organizational performance.

Finally, in exploring the data we found out that workers with external locus of control have a higher perception of compassionate values at the workplace and that optimism is very strongly associated with internal locus of control and workaholism whereas forgiveness and

compassion are associated with lower workaholism. There is apparently room to investigate the interactions between the organizational virtuousness characteristics and some individual characteristics.

4.5. IMPLICATIONS FOR PRACTICE

One of the purposes of this research study is to take some practical inferences on the management of change processes in order to decrease the levels of stress experienced by the employees and to enhance organizational performance. The consideration of positive contextual features was expected to help achieve this goal.

Our findings suggest that when employees acknowledge the existence of virtuousness values and positive culture they are more likely to have a positive perception of organizational performance. This finding is consistent with Bright *et al.*, 2006a who sustains that ethical and virtuousness behaviour on the part of organizational leaders lead to positive responses to change. Change processes normally bring with them uncertainty and anxiety, feelings of injustice and personal harm that may intensify the non-cooperative individual strategies and opportunistic alliances. In fact, to mitigate these responses, the workplace needs to have an articulated moral goal or vision that could be embraced by workers and customers alike, and, this vision must guide actual conduct within the organisation (Cameron, 2008).

Predicting the difficulties and proposing strategies to reduce stress and lower people's defensive responses and opportunistic behaviours may be one of the effective ways to nurture a so-called virtuous organization. We are assuming that most especially in this context, the emphasis should be in the development of a cooperative and collaborative matrix through the enforcement of participation and effective communication mechanisms, focusing on the organizational values and ethics. Either based on human relations or expectancy theories (McGregor, 1957; Blake & Mouton, 1964), focusing on employees' participation/affiliation seems valuable for the purpose of promoting cooperation and engagement with the change program. Precisely, this concept of organisational virtuousness emphasizes the spiral of cooperation and collaborative spirit enhanced by the goal of achieving a healthy, productive and successful concept of organisation (Bright *et al.*, 2006a).

In the context of the public administration, managers have no ability to control positive or negative reinforcements, namely through the variable of compensation & benefits, which makes it more relevant to be supported by intrinsic and intangible factors such as the ones associated with organizational virtuousness. As Cameron, 2008 suggests, this positive features must be much more frequent than the negative ones in order to mitigate the negative outcomes of change.

Cognitive or informational models defend that workers have more complete knowledge about their work than managers. When employees are involved and participate, decisions will be made with better pools of information, perspectives that embrace diversity and proximity, therefore these will be higher in quality. This may increase employees' sense of self-efficacy and their confidence to proactively address conflicts that arise within their workgroups (Stevens & Gist, 1997; Alper *et al.*, 1998; Duffy *et al.*, 2000). Employees will also be more committed to implementing decisions (Ritchie & Miles, 1970; Miller & Monge, 1986; Margulies & Black, 1987). Value attained models suggest that employees are able to obtain what they desire from work when they have the opportunity to influence decisions (Locke & Schweiger, 1979; Black & Gregersen, 1997). They are therefore more satisfied and motivated to work hard and give the desired "extra mile" of involvement and engagement.

Major change processes aim at new, more efficient ways of product/service delivery and, ultimately, at cultural change. This is not an easy task and, when successful, a long period of time could elapse, in particular when a radical, deep transformation is expected to occur. When considering perceived improvement of organizational performance characteristics, enhancing the skill development of the individual and the various groups of individuals is hypothesized to create the positive conditions for this flourishing to occur. On an individual level, McGraths (1976) emphasizes the importance of a subjective quality that includes cumulative knowledge and learning capability. Other authors suggest that leveraging and developing workers' psychological capital (PsyCap: positive resources of efficacy, hope, optimism, and resilience) may be the key to address stress, as personality traits are quite fixed and unchangeable, but positive resources are open to growth and development (Avey, 2009).

This literature suggests that organizations need to be cautious and really invest in a rigorous selection and leadership training of their change agents before they initiate innovative

programs since these behaviors are trainable and critical for success. Leaders can be trained to improve their capability to be effective change role models, articulating and communicating their vision of the future (Michaelis et al., 2009). The merits of trust follow a corresponding disenchantment with traditional organizational theories of managerial “command and control”. In fact, we are living in an economy increasingly dependent on empowering employees and building trust (Payne, 2003). Therefore, a model of leadership that rises to the level of “Ethical Stewardship” can enable organizations to build trust, improve performance, and achieve more sustainable results (Caldwell et al., 2010). In sum, good management is the tool to increase individual and organizational resources such as virtuousness values, as more resourceful individuals will be more productive. So the pursuit of virtue is found to have practical added value and is a competitive advantage as it can enable organizations to build trust, improve performance and achieve more effectively long-term sustainable results.

In summary, managers in the public sector do not have the same decision latitude as managers in the private sector and at the same time they have more legal and financial constraints as well as objectives that are externally imposed. The performance management system in public administration – SIADAP – is not customized to the specific needs of each organization. It is therefore increasingly significant that virtuousness may be an effective managerial tool, at almost zero cost, to foster employee motivation and organizational performance. In more practical terms, policies and procedural transparency, tolerance towards error, clear objectives and meritocracy culture, ethical adherence to the values of public service may lead to benefits in terms of employee commitment and engagement, creativity and innovative flexibility, cooperative and collaborative relationships not to mention pride in one’s own work. Overtime these characteristics will be part of the employer brand with potential to link practices with values and culture, therefore offering a sustainable and ethical positioning recognized by workers and citizens.

4.6. CONCLUSION

Overall, the present study provides important and unique findings and insight that organizational virtuousness variables are positively associated with lower levels of stress and higher levels of perceived performance. Furthermore, virtuousness has a mediating role between stress and perceived performance suggesting that managerial interventions can be

combined to complementary improve performance through impact on work stressors and through the enactment of an organizational atmosphere that promotes virtuous values and practices.

It is clear that an organizational change is not something that happens merely to organizations, but something that happens mainly to people in the organizations. It is necessary for people implementing these changes to focus on the human dimension at least as much as in the effectiveness of cost reduction. Hopefully then, we may see a decrease in the number of failed organizational change projects including public reforms mostly perceived as non-efficient by the majority of the citizens.

4.7. FINAL COMMENT

In this final comment we would like to recover the meaning of the ten quotations chosen to lead us through this journey.

Alice in Wonderland sets the pace for a thrilling journey. Her wise cat points out to the virtues of having a path and knowing its way. We started this journey willing to join two interesting and intriguing themes, organizational change in public organizations and positive psychology.

Charles Darwin has been an influence and inspiration, so we have paced together for a long time. He stressed the importance of adaptability in leading any journey. In my reflections about these themes I recognized adaptability as a crucial concept for organizational change.

Aristotle has been a landmark and starting point for any privileged understanding of the ethics of human life. Interestingly, the concept of virtue, enlighten many thoughts, mostly through his books. Many years later, through positive psychology, virtuousness is unexpectedly discussed in organizational life.

Hemingway is the trustful story teller that has written a punch line for everyone's life. Trust is highlighted in organizational change processes as a critical variable as, in fact, in any relational phenomena. Human collective experience would be unbearable without it and no organizational development could possibly flourish.

Churchill lives and continuously leads us through his everlasting quotations such as: "*Leadership is hard to define but easy to recognize*" as he was clearly an excellent example of a leader that knew how to take advantages of optimism and humor in one of the hardest times of the European history. The importance of optimism is leveraged in adverse situations because of this willingness to see through the present difficulties and envision a brighter future.

Malcolm X articulated concepts of black pride back in the 1960's, he may have had the vision but mostly he had the guts. Leading organizations in times of change requires courage and integrity. In change processes, without consistency between what is communicated and what is practised, success is highly unlikely.

Henry Wadsworth Longfellow was an American poet and educator that emphasized the fact that every man is himself and his circumstances, like José Ortega Y Gasset would some years later so nicely put it. Compassion is a virtue that allows for the human experience of vulnerability, promoting an organizational environment that will facilitate workers to regain confidence and re-focus in obtaining good performance outcomes.

Hellen Keller is an example of spirit and courage, a great woman that was able to overcome her misfortune and lead an enormous fruitful existence. Many times, in organizational processes, time is needed to overcome painful or resentful difficult moment's resultant from change. In this context, forgiveness has a crucial role to reframe from a reactive to a proactive positive oriented pattern.

Marcel Proust was a very gifted French writer that claimed that in this journey more important than what is conquered is what has changed, the new openings and the broader understandings, in organizations, as well as in dissertations. Life is change and organizations are the best expression of this reality. Changing them effectively into lively positive knowledge communities is the path, the cat with the new eyes, was asking Alice about.

Lastly, Christopher Morley, an American journalist and novelist has closed with the golden key referring to success as a personal inner journey where each contribution could be perceived as complementary to the enrichment of a common shared goal or set of values. This is what we continuously seek in organizations, individual and organizational strategies towards improving perceived performance. That was my journey.

REFERENCES

- Aberbach, J.D. (2003). *Protecting liberty and benefiting society: can market-based administrative reforms and market-based political institutions effectively co-exist in the US?* in *Modernizing Civil Services*, Butcher, T. and Masset, A., Northampton, Edward Elgar Publishing. doi: 10.1177/095207670101600302.
- Abousserie, R. (1994). Sources and Levels of Stress in relation to Locus of Control and Self-esteem in university students, *Educational Psychology*, Vol. 14 (3), 323-330. doi: 10.1080/0144341940140306.
- Adams, R. E., Boscarino, J. A., & Figley, C. R. (2006). Compassion fatigue and psychological distress among social workers: A validation study. *American Journal of Orthopsychiatry*, 76(1), 103-108. doi: 10.1037/0002-9432.76.1.103.
- Adler, N. J., & Hansen, H. (2012). Daring to Care Scholarship that Supports the Courage of Our Convictions. *Journal of Management Inquiry*, 21(2), 128-139. doi: 10.1177/1056492611427801.
- Agle, B.R. & Caldwell, C.B. (1999). *Understanding research on values in business: A level of analysis framework*. *Business & Society* 38: 326-387. doi: 10.1177/000765039903800305.
- Agle, B.R., Mitchell, R.K., & Sonnenfeld, J.A. (1999). *Who matters to CEOs? An investigation of stakeholder attributes and salience, corporate performance, and CEO values*. *Academy of Management Journal* 42: 507-525.
- Alba, C. (1995). *L'administration publique espagnole: réforme ou modernisation*. *Revue Française d'Administration Publique*, No. 75, July-September, p. 389.
- Alber, J. (2006). *The European Social Model and the United States*, in: *European Union Politics*, Vol. 7, No. 3: 393–419.
- Albertsen, K., Rugulies, R., Garde, A. & Burr, H. (2009). *The effect of the work environment and performance-based self-esteem on cognitive stress symptom among Danish knowledge workers*, *Scandinavian Journal of Public Health*, 38 (Suppl 3): 81-89.
- Albrecht, S. & Sevastos, P. (1999). *New measures of trust in senior management*. Paper presented at the Australian Psychological Society Perceptions of Integrity, Competence 337 Industrial and Organizational Psychology Conference, Brisbane, 26-27 June.
- Albrecht, S. & Travaglione, P. (2003). *Trust in public sector senior management*. *International Journal Human Resource Management*, 14 (2), 1-17.

- Alimo-Metcalfe, B., & Alban-Metcalfe, J. (2005). The crucial role of leadership in meeting the challenges of change. *Vision: The Journal of Business Perspective*, 9(2), 27-39. doi: 10.1177/09722629050090020.
- Alloy, L. B., & Abramson, L. Y. (1979). *Judgment of contingency in depressed and nondepressed students: Sadder but wiser?* *Journal of Experimental Psychology: General*, 108, 41–485.
- Alper, S., Tjosvold, D., & Law, K. S. (1998). Interdependence and controversy in group decision making: Antecedents to effective self-managing teams. *Organizational behavior and human decision processes*, 74(1), 33-52. doi: 10.1006/obhd.1998.2748.
- Alper, S., Tjosvold, D., Law, K. S. (2000). *Conflict Management, Efficacy and Performance in Organizational Teams*. *Personnel Psychology*, Vol 53 No 3.
- Alvesson, M. (2012). *Understanding organizational culture*. Sage.
- Amason, A., & Schweiger, D. (1994). *Resolving the paradox of conflict, strategic decision making, and organizational performance*. *International Journal of Conflict Management*, 5: 239-253.
- Amiot, C. E., Terry, D. J., Jimmieson, N. L., & Callan, V. J. (2006). A longitudinal investigation of coping processes during a merger: Implications for job satisfaction and organizational identification. *Journal of Management*, 32(4), 552-574. doi: 10.1177/0149206306287542.
- Amis, J., Slack, T., & Hinings, C. R. (2004). The pace, sequence, and linearity of radical change. *Academy of Management Journal*, 47(1), 15-39. doi: 10.2307/20159558.
- Armenakis, Achilles A. and Arthur G. Bedeian. and "trickle down" among black and non-black employees. *Journal of Applied Psychology*, 92, 650–665.
- Andreassen, C. S., Hetland, J., & Pallesen, S. (2010). *The relationship between 'Workaholism', basic needs satisfaction at work and personality*. *European Journal of Personality*, 24, 3–17.
- Andreassen, C. S., Ursin, H., & Eriksen, H. R. (2007). *The relationship between strong motivation to work, 'workaholism', and health*. *Psychology and Health*, 22, 615–629.
- Andrews, Rhys, George A. Boyne, and Richard M. Walker (2006). Subjective and Objective Measures of Organizational Performance: An Empirical Exploration. In *Public Service Performance: Perspectives on Measurement and Management*, edited by George A. Boyne, Kenneth J. Meier, Laurence J. O'Toole Jr., and Richard M. Walker, 14–34. New York: Cambridge University Press.
- Anechiarico, F., & Goldstock, R. (2007). Monitoring integrity and performance: An assessment of the independent private sector inspector general. *Public Integrity*, 9(2), 117-132. doi: 10.2753/PIN1099-9922090201.

- Araújo, J. E. (1999). *Reform and Institutional Persistence in Portuguese Central Administration*, University of Exeter, Doctoral Thesis.
- Ardichvili, A., Mitchell, J. & Jondle, D. (2009). *Characteristics of Ethical Business Cultures*, *Journal of Business Ethics*, 85: 445-451.
- Argyris, C. and D. A. Schon, Eds. (1978). *Organizational Learning: A theory of action perspective*. Reading, MA, Addison-Wesley.
- Argyris, C. (2005). Double-loop learning in organizations: a theory of action perspective. *Great minds in management: The process of theory development*, 261.
- Aristotle (1984). *The complete works of Aristotle: The revised Oxford translation*. (J. Barnes, Ed.). Princeton: Princeton University Press.
- Aristotle (1995). Nichomachean Ethics. In J. Barnes (Ed.), *The complete works of Aristotle*. Princeton, NJ: Princeton University Press.
- Armenakis, A. & Harris, S. (2002). *Crafting a change message to create transformational readiness*. *Journal of Organizational Change Management*, 15, 169-183.
- Armor, D. A. and S. E. Taylor (1998). *Situated optimism: outcome expectancies and self-regulation*. *Advances in Experimental Social Psychology*. L. Berkowitz. San Diego, CA, Academic Press. 30: 309-379.
- Asencio, M. M. (1999). *Estudio sobre la política de modernización del sector público administrativo en Portugal*. Oeiras, INA.
- Asencio, M. M. (2001). *El proceso de reforma del sector público en el sur de Europa: estudio comparativo de España y Portugal*, Madrid, Centro de Estudios Avanzados en Ciencias Sociales.
- Ashford, S., Lee, C., & Bobko, P. (1989). *Content causes and consequences of job insecurity: Theory-based measurement and substantive test*. *Academy of Management Journal*, 32 (4), 803-829.
- Aspinwall, Lisa G. and Shelley E. Taylor (1997), "A Stitch in Time: Self-Regulation and Proactive Coping," *Psychological Bulletin*, 121(3), 417-436.
- Atkins, P., & Parker, S. (2011). Understanding individual compassion in organizations: The role of appraisals and psychological flexibility. *Academy of Management Review*, amr-10.doi: 10.5465/amr.10.0490.
- Audi, R., & Murphy, P. E. (2006). The many faces of integrity. *Business Ethics Quarterly*, 16, 3-21.
- Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: A positive resource for combating employee stress and turnover. *Human Resource Management*, 48(5), 677-693. doi: 10.1002/hrm.20294.
- Avey, J. & Wernsing, T, Luthans, F. (2008). *Can Positive Employees Help Positive Organizational Change? Impact of Psychological Capital and Emotions on Relevant*

- Attitudes and Behaviors*, The Journal of Applied Behavioral Science, March 2008, 44: 48-70. doi: 10.1177/0021886307311470.
- Avolio, B. J., & Gardner, W. L. (2005). *Authentic leadership development: Getting to the root of positive forms of leadership*. *Leadership Quarterly*, 16, 315–338.
- Avolio, B. J., Luthans, F., & Walumbwa, F. (2004). *Theory building for veritable sustained performance*. Working paper. Lincoln: Gallup Leadership Institute, University of Nebraska.
- Bagozzi, R. P. (2003). *Positive and negative emotions in organizations*. *Positive Organizational Scholarship: Foundations of a new discipline*. J. E. Cameron, J. E. Dutton and J. J. Quinn. San Francisco, Berrett-Koeller: 176-193.
- Baier, A. (1986). *Trust and Antitrust*. *Ethics* 96: 231-60.
- Baily, M.N., & Farrell, D. (2005). *A road map for European economic reform*. Chicago: McKinsey Global Institute.
- Balassiano, M., Tavares, E., & PIMENTA, R. D. C. (2011). Estresse ocupacional na administração pública brasileira: quais os fatores impactantes. *Revista de Administração Pública, Rio de Janeiro*, 45(3), 751-774. doi: 10.1590/S0034-76122011000300009.
- Baker, W. (2000). *Achieving success through social capital*. San Francisco: Jossey-Bass.
- Bakker, A. B., & Demerouti, E. (2007). *The job demands–resources model: State of the art*. *Journal of Managerial Psychology*, 22, 309–328.
- Bakker, A. B., Demerouti, E., & Burke, R. (2009). Workaholism and relationship quality: a spillover-crossover perspective. *Journal of Occupational Health Psychology*, 14, 23-33.
- Balogun, J., & Jenkins, M. (2003). Re-conceiving change management: A knowledge-based perspective. *European management journal*, 21(2), 247-257. doi: 10.1016/S0263-2373(03)00019-7.
- Bamford, D. R., & Forrester, P. L. (2003). Managing planned and emergent change within an operations management environment. *International Journal of Operations & Production Management*, 23(5), 546-564. doi: 10.1108/01443570310471857.
- Bandura, A. (1977). *Social Learning Theory*, Englewood Cliffs, NJ: Prentice Hall.
- Bandura, A. (1986). *The social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Bandura, A. (1991). *Self-regulation of motivation through anticipatory and self-regulatory mechanisms*. In R. A. Dienstbier (Ed.), *Perspectives on motivation: Nebraska symposium on motivation* (Vol. 38, pp. 69-164). Lincoln: University of Nebraska Press.
- Bandura, A., Ed. (1995). *Self-efficacy in changing societies*. Cambridge, Cambridge University Press.

- Bandura, A. (2002). *Social cognitive theory in cultural context*. *Journal of Applied Psychology: An International Review*, 51, 269-290.
- Bangura, Y., & Larbi, G. A. (Eds.). (2006). *Public sector reform in developing countries: capacity challenges to improve services*. Basingstoke: Palgrave Macmillan.
- Barber, M. (2006). Reform of our public services is a test for managers. *Financial Times*, 27.
- Barnard, C., Ed. (1938). *The Functions of the Executive*. Cambridge, Massachusetts, Harvard University Press.
- Barnett, R. C., & Hyde, J. S. (2011). *Women, men, work, and family: An expansionist theory*. *American Psychologist*.
- Barney, J.B., and Hansen, M.H. (1994), 'Trustworthiness as a Source of Competitive Advantage,' *Strategic Management Journal*, 15, 175–190.
- Baron, R. M. & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173-1182 doi: 10.1037/0022-3514.51.6.1173.
- Bar-Tal, D., & Bar-Zohar, Y. (1977). *The relationship between perception of locus of control and academic achievement*. *Contemporary Educational Psychology*, 2, 181-199.
- Bartlein, B. (2003). *Lifestyle*. *Commercial Law Bulletin*. Vol. 18, p. 16.
- Bartolome, F., Evans, P. A. L. (1980). *Must Success cost so much?* *Harvard Business Review*, 58, 137-148.
- Basílio, C. (2002). *Iniciativas de modernização na Administração Pública*, Sintra, NPF.
- Bass, K., Barnett, T., & Brown, G. (1999). *Individual Difference variables, ethical judgements, and ethical behaviour intentions*. *Business Ethics Quarterly* 9: 183-205.
- Battaglio, R. P., & Condrey, S. E. (2009). Reforming public management: Analyzing the impact of public service reform on organizational and managerial trust. *Journal of Public Administration Research and Theory*, 19(4), 689-707. doi: 10.1093/jopart/mun030.
- Baucus, Melissa S. and Beck-Dudley, Caryn L. (2005). *Designing ethical organizations: Avoiding the long-term negative effects of rewards and punishments*. *Journal of Business Ethics*, 56(4): 355-370.
- Baumeister, R., Campbell, J. D., Krueger, J. I., & Vohs, K. D. (2003). *Does high self-esteem cause better performance, interpersonal success, happiness, or healthier lifestyles?* *Psychological Science in the Public Interest*, 4, 1–44.
- Baumeister, R., Bratslavsky, E., Finkenauer, C., Vohs, K. (2001). Bad is stronger than good, *Review of General Psychology*, 5, 323-370.
- Beck, A. T. (1967). *Depression: Clinical, experimental, and theoretical aspects*. New York: Harper & Row.

- Beck, A. T. (1985). *Cognitive therapy, behavior therapy, psychoanalysis, and pharmacotherapy: A cognitive continuum*. In M. J. Mahoney & A. Freeman (Eds.), *Cognition and psychotherapy* (pp. 325-347). New York: Plenum.
- Beck, A. T., Rush, A. J., Shaw, B. F., & Emery, G. (1979). *Cognitive therapy of depression*. New York: Guilford Press.
- Beck, A. T., Steer, R. A., & Garbin, M. G. (1988). *Psychometric properties of the Beck Depression Inventory: Twenty-five years of evaluation*. *Clinical Psychology Review*, 8, 77-100.
- Beck, D.E. & Cowan, C.C. (1996). *Spiral Dynamics: Mastering Values, Leadership, and Change: Exploring the New Science of Memetics*. Malden, Mass: Blackwell Publishers.
- Beck, J. (1977). *Locus of control, task experiences and children's performance following failure*. *Journal of Educational Psychology*, 71, 207-210.
- Beckhard, R. (1969) *Organization Development: Strategies and Models* (Reading, MA: Addison-Wesley).
- Beersma, B. & De Dreu, C. (2000). *Negotiation processes and outcomes in prosocially and egoistically motivated groups*. *International Journal of Conflict management*, 10: 385-402.
- Behrman, D. N. and W. O. Perreault (1984). "A Role Stress Model of the Performance and Satisfaction of Industrial Salespersons." *Journal of Marketing* 48: 9-21.
- Bennis, W. (with Biederman, P. W.). (1997). *Organizing genius: The secrets of creative collaboration*. Reading, MA: Addison-Wesley.
- Bentz, N. E., & Fitzgerald, L. F. (1987). *The career psychology of women*. Orlando, FL: Academic Press.
- Ben-Ze'ev, A. (2000). *The Subtlety of Emotions*. Cambridge, MA/London: MIT Press.
- Ben-Ze'ev, A. (2004). *Emotion as a Subtle Mental Mode*. In Solomon, R. *Thinking about Feeling: Contemporary Philosophers on Emotion*. Oxford: Oxford University Press.
- Berlant, L. G. (Ed.). (2004). *Compassion: The culture and politics of an emotion*. Psychology Press.
- Berlin, I. (2002). *Two concepts of liberty*. In *Liberty*. Oxford: Oxford University Press (166-217).
- Bernard, J. (1976). *Where are we now? Some thoughts on the current scene*. *Psychology of women Quarterly*.
- Berman, E., Bowman, J., West, J., Van Wart, M. (2010) *Human Resource Management in Public Service. Paradoxes, Processes and Problems*; SAGE
- Berry, J. W., Worthington, E. L., Parrott, L., O'Connore, L. E., & Wade, N. G. (2001). *Dispositional forgivingness: Development and construct validity of the Transgression*

- Narrative Test of Forgiveness (TNTF)*. *Personality and Social Psychology Bulletin*, 27, 1277-1290.
- Bertelli, A. (2007). Determinants of bureaucratic turnover intention: Evidence from the Department of the Treasury. *Journal of Public Administration Research & Theory* 17 (2): 235–58.
- Bertucci, G. & Armstrong, E. (2005). *Integrity and Accountability in Public Administrations around the Globe*. PA Times International Supplement, Vol. 28, p.6.
- Beu, D. S., Buckley, M. R., & Harvey, M. G. (2003). *Ethical decision-making: A Multidimensional construct*. *Business Ethics: A European Review* 12: 88-107.
- Bieschke, K. J. & Benishek, L. A. (2001). *The factory structure of the research self-efficacy scale*. Poster present at the meeting of the American Psychological Association, San Francisco, CA.
- Bilhim, J. (2000). *Ciência da Administração*, Lisboa: Universidade Aberta.
- Bilhim, J. (2002). *Políticas Públicas e a Qualidade de Serviço: Papel Central do Cidadão*. Melhor Gestão para uma Melhor Administração – Fórum 2002. Lisboa: ISCSP: 63-84.
- Bilhim, J. (2002). *Questões Actuais de Recursos Humanos*, Lisboa: ISCSP.
- Bilhim, J. (2004). *Teoria Organizacional*, 3.^a ed. Lisboa: ISCSP.
- Black, J. S., & Gregersen, H. B. (1997). Participative decision-making: An integration of multiple dimensions. *Human Relations*, 50(7), 859-878. doi: 10.1177/001872679705000705.
- Blackmore, S. (1999). *The meme machine*. Oxford, England: Oxford University Press.
- Blake, R., J. Mouton, et al. (1965). *The Union-Management Intergroup Laboratory: Strategy for Resolving Intergroup Conflict*. *Journal of Applied Behavioral Science* (1): 25-57.
- Blanchard, C. A., & Lichenberg, J. W. (2001). *Compromise in career decision-making*. Poster presented at the meeting of the American Psychological Association, San Francisco, CA.
- Blau, G. (1987). *Locus of Control as a Potential Moderator of the Turnover Process*. *Journal of Occupational Psychology* Fall: 21-29.
- Blazer, D.G., Kessler, R.C., McGonagle, K.A., & Swartz, M.S. (1994). *The prevalence and distribution of major depression in a national community sample: The National*.
- Blijswijk, Jacques et al. (2004). *Beyond Ethical Codes: The Management of Integrity in the Netherlands Tax and Customs Administration*. *Public Administration Review* Washington: Nov/Dec, Vol.64, Iss.6: 718-727.
- Blizzard, R. (2002). *Care and Compassion – Not Stymied by Nurse Shortage*. Gallup Poll Tuesday Briefing, Princeton, NJ.
- Blustein, D. L., & Flum, H. (1999). *A self-determination perspective of interests and exploration in career development*. In M. L. Savickas & A. R. Spokane (Eds.),

vocational interests: meaning, measurement, and counseling use. Palo Alto, CA: Davies-Black Publishing.

- Boddy, D., & Buchanan, D. (1992). Take the Lead: Interpersonal Skills for Change Agents.
- Boddy, D., Macbeth, D., & Wagner, B. (2000). Implementing collaboration between organizations: an empirical study of supply chain partnering. *Journal of Management studies*, 37(7), 1003-1018. doi: 10.1111/1467-6486.00214.
- Boga, I., & Ensari, N. (2009). The role of transformational leadership and organizational change on perceived organizational success. *The Psychologist-Manager Journal*, 12(4), 235-251. doi: 10.1080/10887150903316248.
- Bono, J. E., Glomb, T. M., Shen, W., Kim, E., & Koch, A. J. (2013). Building Positive Resources: Effects of Positive Events and Positive Reflection on Work Stress and Health. *Academy of Management Journal*, 56(6), 1601-1627. doi: 10.5465/amj.2011.0272.
- Bordia, P. & Jones, E., Gallois, C., Callan, V., Difonzo, N. (2006). *Management are Aliens!: Rumors and Stress during Organizations Change*, *Group & Organization Management*, 31:601.
- Bordia, P., Restubog, S. L. D., Jimmieson, N. L., & Irmer, B. E. (2011). Haunted by the past: effects of poor change management history on employee attitudes and turnover. *Group & Organization Management*, 1059601110392990. doi: 10.1177/1059601110392990.
- Bordin, E. S., Nachmann, B., & Segal, S. J. (1963). *An articulated framework for vocational development*. *Journal of Counseling Psychology*.
- Borges, N. J., & Osmon, W. R. (2001). *Personality and medical specialty choice: Technique orientation versus people orientation*. *Journal of Vocational Behavior*.
- Botta-Genoulaz, V. & Millet, P. A. (2006). *An Investigation into the use of ERP Systems in the service sector*. *International Journal of Production Economics*, 99, 202-221. Doi: 10.1016/j.iipe.2004.12.015
- Bouckennooghe, D. (2010). Positioning change recipients' attitudes toward change in the organizational change literature. *The Journal of Applied Behavioral Science*, 46(4), 500-531. doi: 10.1177/0021886310367944.
- Bovey, W. H., & Hede, A. (2001). Resistance to organisational change: the role of defence mechanisms. *Journal of Managerial Psychology*, 16(7), 534-548. Doi: 10.1108/EUM0000000006166.
- Bowling, N., Eschleman, K., Wang, Q., Kirkendall, C. & Alarcon, G. (2010). A meta-analysis of the predictors and consequences of organization based self-esteem, *Journal of Occupational and Organizational Psychology*, 83: 601-626.
- Boyne, G. A. (2002). Public and private management: what's the difference?. *Journal of management studies*, 39(1), 97-122. DOI: 10.1111/1467-6486.00284

- Braud, W. & Anderson, R. (1998). *Transpersonal Research Methods for the Social Sciences: Honoring Human Experience*. Thousand Oaks, CA: Sage Publications.
- Brehm, J. and S. Gates (1993). *When Supervision Fails to Induce Compliance*. *Journal of Theoretical Politics* 6(2): 323-44.
- Brehm, J. and S. Gates, Eds. (1997). *Working, Shirking, and Sabotage: Bureaucratic Response to a Democratic Public*. Ann Arbor, University of Michigan Press.
- Brenner, S. & Molander, E. (1977). *Is the ethics of business changing?* *Harvard Business Review* 55 (January/February): 57-71.
- Brereton, M. and Temple, M. (1999). *The new public service ethos: an ethical environment for governance*. In *Public Administration: an International Quarterly*. V.77, N.3.
- Brett, J. M., & Stroh, L. K. (2003). Working 61 plus hours a week: Why do managers do it? *Journal of Applied Psychology*, 88, 67–78.
- Brewer, G. (2008) 'Employee and Organizational Performance', in J.L. Perry and A. Hondeghem (eds) *Motivation in Public Management: The Call of Public Service*, pp. 136–56. Oxford: Oxford University Press.
- Bridges, W. (2003) *Business Leadership*. San Francisco. Jossey-Bass Reader.
- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279-307.
- Bright D. (2005). *Forgiveness and Change: Begrudging, Pragmatic, and Transcendent Responses to Discomfiture in a Unionized Trucking Company*. Case Western Reserve University, Cleveland, Ohio. doi: 10.1080/14766080609518612
- Bright, D. S., Cameron, K. S., & Caza, A. (2006a). The amplifying and buffering effects of virtuousness in downsized organizations. *Journal of Business Ethics*, 64(3), 249-269. 10.1007/s10551-005-5904-4.
- Bright, D. S., Fry, R. E., & Cooperrider, D. L. (2006b). Forgiveness from the perspectives of three response modes: Begrudgement, pragmatism, and transcendence. *Journal of management, spirituality & religion*, 3(1-2), 78-103. doi: 10.1080/14766080609518612.
- Bright, D. S., Winn, B. A., & Kanov, J. (2014). Reconsidering Virtue: Differences of Perspective in Virtue Ethics and the Positive Social Sciences. *Journal of Business Ethics*, 119(4), 445-460. doi: 10.1007/s10551-013-1832-x.
- Brissette, I., M. F. Scheier, et al.. (2002). *The role of optimism in social network development, coping, and psychological adjustment during a life-transition*. *Journal of Personality and Social Psychology* 82(102-111).
- Brodie, R. (1996). *Virus of the mind: The new science of the meme*. Seattle, WA: Integral Press.

- Broley, P. D. (1986). *The effects of a career development course on locus-of-control and cognitive complexity of female undergraduates* (Doctoral dissertation, University of Toronto, Canada). Dissertation Abstracts International.
- Brooks, A. (2004). *Compassion, Religion, and Politics*. Public Interest, Fall 2004, 157, 57-67.
- Brown, D. (1996). *Brown's values-based, holistic model of career and life-role choices and satisfaction*. In D. Brown & L. Brooks (Eds.), *Career choice and development* (3rd ed.). San Francisco, CA: Jossey-Bass.
- Brown, D., & Brooks, L. (1991). *Career counseling techniques*. Boston: Allyn & Bacon.
- Brown, L. and J. Covey (1987). *Development Organizations and Organization Development: Toward an Expanded Paradigm for Organization Development*. Research in Organizational Change and Development. W. R. and W. Pasmore. Greenwich, CT, JAI Press. 1: 63.
- Brown, M. E., & Trevino, L. K. (2006). *Ethical leadership: A review and future directions*. Leadership Quarterly, 17, 595–616.
- Brown, S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*, 120, 235–255.
- Browne, J. and Levell P. (2010). *The distributional effect of tax and benefit reforms to be introduced between June 2010 and April 2014: a revised assessment* (Institute for Fiscal Studies).
- Bruxo, J. (1999). *Reforma da administração pública no século XXI*. In *Administração: Revista de Administração Pública de Macau*, V.XII/N.44.
- Buelens, M., & Van den Broeck, H. (2007). An analysis of differences in work motivation between public and private sector organizations. *Public Administration Review*, 67(1), 65-74. doi: 10.1111/j.1540-6210.2006.00697.x
- Buller, P. (1986). *The Team-Building-Task Performance Relation: Some Conceptual and Methodological Refinements*. Group and Organizational Studies September: 147-68.
- Bullock, R. J., & Batten, D. (1985). It's just a phase we're going through: a review and synthesis of OD phase analysis. *Group & Organization Management*, 10(4), 383-412. doi: 10.1177/105960118501000403.
- Burnes, B. (2004) Kurt Lewin and the planned approach to change: a re-appraisal, *Journal of Management Studies*, 41(6), pp. 977–1002.
- Burnes, B. (2009) Reflections: ethics and organisational change – time for a return to Lewinian values, *Journal of Change Management*, 9(4), pp. 359–381.
- Burnes, B. and By, R.T. (2011) Leadership and change: the case for greater ethical clarity, *Journal of Business Ethics* (published online 2 November 2011, doi: 10.1007/s10551-011-1088-2).

- Burnes, B., Jackson, P. (2011) Success and Failure In Organizational Change: An Exploration of the Role of Values, *Journal of Change Management*, 11(2), 133-162, doi: 10.1080/14697017.2010.524655
- Burnes, B., & Weekes, B. (Eds.). (1989). *AMT: A Strategy for Success?*. NEDO/Technical Communications. doi: 10068/663756.
- Burke, R. J., Koyuncu, M., & Fiksenbaum, L. (2006). *Workaholism among women managers and professionals in banking in Turkey: Possible antecedents and consequences*. Unpublished manuscript. Toronto: Schulich School of Business.
- Burke, R., Bakker, A. & Demerouti, E. (2009). Workaholism and Relationship Quality: A Spillover-Crossover Perspective, *Journal of Occupational Health Psychology*, Vol. 14, N° 1, 23-33.
- Burke, R.J. (1991). Early work and career experiences of female and male managers: reasons for optimism? *Canadian Journal of Administrative Sciences*, 8, 224-230.
- Burke, R.J. (1999a). Workaholism in organizations: measurement validation and replication. *International Journal of Stress Management*, 6, 45-56.
- Burke, R.J. (1999b). *Workaholism in organizations: the role of beliefs and fears*. Anxiety, Stress and Coping, in press.
- Burke, R.J. (1999c). *Workaholism in organizations: the role of organizational values*. Unpublished manuscript, School of Business, York University, Toronto.
- Burke, R.J. (1999d). *Are workaholics job satisfied and successful in their careers?* Career Development International, in press.
- Burke, R.J. (1999e). *Workaholism in organizations: psychological and physical well-being consequences*. Stress Medicine, in press.
- Burke, R.J. (1999f). *Workaholism and extra-work satisfactions*. Unpublished manuscript, School of Business, York University, Toronto.
- Burke, R.J. (1999g). *It's not how hard you work but how you work hard: evaluating workaholism components*. International Journal of Stress Management, 6.
- Burke, R.J (1999h). *Workaholism in organizations: gender differences*. Sex Roles, 41, 333-345.
- Burke, R.J. (2000). *Workaholism and divorce*. Psychological Reports.
- Burke, W., Burke, W. W., & Trahant, W. J. (2000). *Business climate shifts: Profiles of change makers*. Routledge.
- Butcher, T. (2003). *Modernizing civil services: an era of reform*. In Modernizing Civil Services, Butcher, T. And Masset, A., Northampton, Edward Elgar Publishing.
- Butler, J. (1991). Toward understanding and measuring conditions of trust: Evolution of a conditions of trust Inventory. *Journal of Management*, 17, 643-663.

- Butler, J. (1999). *Trust expectations, information sharing, climate of trust, and negotiation effectiveness and efficiency*, *Group & Organization Management*, 24, 217-238.
- Butterfield, E. (1964). *Locus of control, test anxiety, reaction to frustration, and achievement attributes*. *Journal of Personality*, 32, 298-311.
- By, R.T., Burnes, B., Oswick, C. (2012) *Change Management: Leadership, Values and Ethics*, *Journal of Change Management*, 12:1, 1-5, doi:10.1080/14697017.2011.652371
- Byron, K. & Khazanchi, S., Nazarian, D. (2010). *The Relationship Between Stressors and Creativity: A Meta-Analysis Examining Competing Theoretical Models*, *Journal of Applied Psychology*, Vol. 95, N° 1, 201-212. doi: 10.1037/a0022981.
- Cadilhe, M. (2005). *O Sobrepeso do Estado em Portugal - uma proposta de reforma conceitual e administrativa*. Porto: Fabu Editores, S.A.
- Caetano, A. (1999). *Avaliação de Desempenho – Metáforas Conceitos e Práticas*. Lisboa, Editora RH.
- Caiden, G. (1991). *Administrative Reform Comes of Age*. Los Angeles: De Gruyter.
- Caldwell, C., Hays, L. & Long, D. (2010). *Leadership, Trustworthiness, and Ethical Stewardship*, *Journal of Business Ethics*, Vol. 96, 497-512. doi: 10.1007/s10551-010-0489-y.
- Cameron, E., & Green, M. (2012). *Making Sense of Change Management: A Complete Guide to the Models Tools and Techniques of Organizational Change*. Kogan Page Publishers.
- Cameron, K. S. (1994). *Strategies for successful organizational downsizing*. *Human Resource Management Journal*, 33, 189-211.
- Cameron, K. S. (1998). *Strategic organizational downsizing: An extreme case*. *Research in Organizational Behavior*, 20, 185-229.
- Cameron, K. S. (2007). *Forgiveness in organizations*. *Positive organizational behavior*, 129-142.
- Cameron, K.S. (2008). *Paradox in Positive Organizational Change*, *The Journal of Applied Behavioral Science*, 44 (1), 7-24. Doi: 10.1177/0021886308314703
- Cameron, K., Bright, D., & Caza, A. (2004). *Exploring the relationships between organizational virtuousness and performance*. *American Behavioral Scientist*, 47: 766-790. doi: 10.1177/0002764203260209.
- Cameron, K. S., Caza, A., & Bright, D. (2002). *Positive deviance, organizational virtuousness, and performance*. Working paper, University of Michigan Business School.

- Cameron, K., Dutton, J. & Quinn, R. (2003). *Foundations of positive organizational scholarship*. In Cameron, K., Dutton, J. & Quinn, R. (Eds.), *Positive organizational scholarship*, San Francisco: Berrett-Koehler.
- Cameron, K. S., Freeman, S. J., & Mishra, A. K. (1993). *Downsizing and redesigning organizations*. In G. P. Huber & W. H. Glick (Eds.), *Organizational change and redesign*. New York: Oxford University Press.
- Cameron, K., Mora, C., Leutscher, T., & Calarco, M. (2011). Effects of positive practices on organizational effectiveness. *The Journal of Applied Behavioral Science*, 47(3), 266-308. doi: 10.1177/0021886310395514.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. John Wiley & Sons.
- Cantarow, E. (1979). *Women workaholics*. *Mother Jones*, June 1979, p. 56.
- Carmeli, A., Gilat, G., & Waldman, D. A. (2007). The role of perceived organizational performance in organizational identification, adjustment and job performance*. *Journal of Management Studies*, 44(6), 972-992. doi: 10.1111/j.1467-6486.2007.00691.x
- Carroll, A.B. (1979). *A three-dimensional conceptual model of corporate social performance*. *Academy of Management Review* 4: 497-505.
- Carroll, J. B. (1993). *Human cognitive abilities: A survey of factor-analytic studies*. Cambridge, England: Cambridge University Press.
- Carson, A. D., & Lowman, R. L. (2002). *Individual-level variables in organizational consultation*. In R. L. lowman (ed.), *The California School of Organizational Studies handbook of organizational consulting psychology: A comprehensive guide to theory, skills, and techniques*. San Francisco: Jossey-Bass.
- Carson, A. D., Madison, T., & Santrock, J. (1987). *Relationships between possible selves and selfreported problems of divorced and intact family adolescents*. *Journal of Early Adolescence*.
- Cartwright S. & Cooper C. (1997), *Managing workplace stress*, Thousand Oaks, California: Sage Publications, c1997 185 p.
- Carver, C. S. & Gains, J.G. (1987). *Optimism, pessimism, and postpartum depression*. *Cognitive Therapy and Research*, 11: 449-462.
- Carver, C., and M. Scheier (1985). *Self-Consciousness, Expectancies, and the Coping Process*. In *Stress and Coping*, T. Field, P. M. McCabe and N. Schneiderman, eds., Hillsdale, NJ: Erlbaum, 305-330.
- Carver, C., M. Scheier, et al.. (1989). *Assessing Coping Strategies: A Theoretically Based Approach*. *Journal of Personality and Social Psychology* 56: 267-283.
- Carver, C., and M. Scheier (2005). *Optimism*. In Snyder, C. & Lopez, S. (Eds). *Handbook of Positive Psychology*. New York: Oxford University Press.

- Cascio, W. F., Young, C. E., & Morris, J. R. (1997). *Financial consequences of employment change decisions*. In major U.S. corporations. *Academy of Management Journal*, 40, 1175-1189.
- Cassel, R. N. (1985). *Changing the Type A prone person to a Type C coping one using the Type-A proneness assessment program*. *College Student Journal*. 19, 330-334.
- Cassell, E. J.: 2002, *_Compassion_*, in C. R. Snyder and S. J. Lopez (eds.), *Handbook of Positive Psychology* (Oxford University Press, New York), pp. 434–443.
- Cassese, S. (1984). *The Higher Civil Service in Italy*, in Suleiman, E. (ed), *Bureaucrats and Policy Making*, New York: Holmes and Meier.
- Cassese, S. (1993). *Il Sistema Amministrativo Italiano*, in Cassese, S. and Franchini, C. L'Amministrazione Pubblica Italiana, Bologna: Il Mulino.
- Cassese, S. (1999). *Italy's Senior Civil Service: An Ossified World*, in Page, E. and Wright, V., *Bureaucratic Elites in Western European States*, Oxford: Oxford University Press.
- Cavanagh, G.F., Moberg, D.J., & Velasquez, M.G. (1981). *The ethics of organizational politics*. *Academy of Management Review* 6: 363-374.
- Centre Universitaire de Recherches Administratives et Politiques de Picardie (1993). *L'évaluation dans l'administration*, Paris, PUF.
- Cesário, Francisco (2014). *Investigação em Gestão de Recursos Humanos: um guia de boas práticas*. ed. 1, ISBN: ISBN: 97897288714. Lisboa: Editora RH.
- Chan, H.F. & Chen, Y.C. (2008). The impact of work redesign and psychological empowerment on organizational commitment in a changing environment: an example from Taiwan's State-owned enterprises, *Public Personnel Management*, Vol. 37 (3): 279-302.
- Chan, K. (1977). *Individual differences in reactions to stress and their personality and situational determinants*. *Social Science and Medicine*, 11: 89-103.
- Chang, E. C., D'Zurilla, T. J., & Maydeu-Olivares, A. (1994). *Assessing the dimensionality of optimism and pessimism using a multimeasure approach*. *Cognitive Therapy and Research*, 18, 143-160.
- Chapman, J.W., and Galston, W.A. (1992). *Virtue*. New York: New York University Press.
- Chappell, T. (1993). *The Soul of a Business: Managing for Profit and the Common Good*. New York: Bantam.
- Chaska, N., Eaton, S., Shaw, C., Bryant, P., Campbell, K., Williams, A., & Koenig, D. (1992). *Balance-imbalance in work approaches among nurse managers*. Unpublished manuscript. Indiana University, Indianapolis.
- Chen, G., Gully, S. M., & Eden, D. (2004). General self-efficacy and self-esteem: Toward theoretical and empirical distinction between correlated self-evaluations. *Journal of Organizational Behavior*, 25, 375–395.

- Cherrington, D.J. (1980). *The Work Ethic*. New York: American Management Association.
- Cherry, J. & Fraedrich, J. (2000). *An empirical investigation of locus of control and the structure of moral reasoning: Examining the ethical decision-making processes of sales managers*. *Journal of Personal Selling & Sales Management* 20: 173-188.
- Chevallier, J. (2014). A reforma do Estado e a concepção francesa do serviço público. *Revista do Serviço Público*, 47 (3), p-34.
- Christensen, T., & Lægreid, P. (Eds.). (2007). *Transcending new public management: the transformation of public sector reforms*. Ashgate Publishing, Ltd.
- Cho, Y. & Ringquist, E. (2010). Managerial Trustworthiness and Organizational Outcomes, *Journal of Public Administration Research and Theory*, Vol. 21, 53-86. doi:10.1093/jopart/muq015.
- Choi, M. (2011). Employees' attitudes toward organizational change: A literature review. *Human Resource Management*, 50(4), 479-500. doi: 10.1002/hrm.20434.
- Christ, O., Hewstone, M., Tausch, N., Wagner, U., Voci, A., Hughes, J., & Cairns, E. (2010). Direct contact as a moderator of extended contact effects: Cross-sectional and longitudinal impact on outgroup attitudes, behavioral intentions, and attitude certainty. *Personality and Social Psychology Bulletin*, 36(12), 1662-1674. 10.1177/0146167210386969.
- Chung, Y. B. (2003). *Ethical and professional issues in career assessment with lesbian, gay, and bisexual persons*. *Journal of Career Assessment*.
- Churchill, G. Jr. (1979). *A paradigm for developing better measures of marketing constructs*. *J. Marketing Res.* 16 (1), 64-73.
- Churchill, G., Surprenant, C. (1982). *An investigation into the determinants of customer satisfaction*. *J. Marketing Research* 19 (4) 491-504.
- Cinite, I., Duxbury, L. E., & Higgins, C. (2009). Measurement of perceived organizational readiness for change in the public sector. *British Journal of Management*, 20(2), 265-277. doi: 10.1111/j.1467-8551.2008.00582.x
- Clark, M. S. and A. M. Isen (1982). *Toward understanding the relationship between feeling states and social behaviour*. *Cognitive social psychology*. A. Hastorf and A. M. Isen. New York, Elsevier: 73-108.
- Clawson, J.G. (2007) *Level Three Leadership: Getting Below the Surface*. Third Edition.
- Clifton, D. O.; & Harter, J. K. (2003). *Investing in Strengths*. In A. K. S. Cameron, B. J. E. Dutton, & C. R. E. Quinn (Eds.), *Positive Organizational Scholarship: Foundations of a New Discipline* (pp. 111-121). San Francisco: Berrett-Koehler Publishers, Inc.
- Codding, R. S., Livanis, A., Pace, G. M., & Vaca, L. (2008). Using performance feedback to improve treatment integrity of classwide behavior plans: An investigation of observer

- reactivity. *Journal of applied behavior analysis*, 41(3), 417-422. doi: 10.1901/jaba.2008.41-417.
- Coetsee, L. (1999). From resistance to commitment. *Public Administration Quarterly*, 204-222.
- Colozzi, E. A., & Colozzi, L. C. (2000). *College students' callings and careers: An integrated values-oriented perspective*. In D. A. Luzzo (Ed.), *Creer counseling of college students: An empirical guide to strategies that work*. Washington, DC: American Psychological Association.
- Colquitt, J. & Rodell, J. (2011). Justice, Trust, and Trustworthiness: a longitudinal analysis integrating three theoretical perspectives, *Academy of management Journal*, Vol. 54, N° 6, 1183-1206.
- Commission, E. (2014-2020). *Operational Program for Public Administration*, Quadro Comunitário de Apoio, 2014-2020.
- Comte-Sponville, A. (2001). *A Small Treatise of the Great Virtues*. (C. Temerson, Translator). New York: Metropolitan Books.
- Connolly, J. R. (1980). *Dimensions of Belief and Unbelief*. Washington DC: University Press of America.
- Considine, M. and Lewis, J. M. (1999). *Governance at ground level: the frontline bureaucrat in the age of markets and networks in PAR*. *Public Administration Review*. V.59, n.6.
- Cook, J. W. (2001). *The arts of deception. Playing with fraud in the age of Barnum*. Harvard College.
- Coombs, H. & Edwards, J. (1990). *The evolution of the district audit*. *Financial Accountability and Management*, 6 (3): 153-76.
- Cooper, C. (1985). *Job Stress and Blue Collar Work*, Chichester: John Willey & Sons.
- Cooper, C. (1997). *An Intervention Strategy for the Workplace Stress*, *Journal of Psychosomatic Research*, Vol. 43, N° 1, 7-16. DOI: 10.1016/S0022-3999(96)00392-3.
- Cooper, J. (1971). *Information usage and responses to failure in a decision task*. Diss. Abst. Internet, (Apr.), 31 (10-A), 5194.
- Cooper, L. (2001). *The Emergence of Administrative Ethics as a Field of Study in the United States*. *Handbook of Administrative Ethics*, New York: 1-36.
- Cooper, L. (2004). *Public Administration*. *Review Washington*, Jul/Aug, Vol.64, Iss.4: 395-407.
- Cooperrider, D. & Srivastva, S. (1987) Appreciative inquiry in organizational life. In Woodman, R. W. & Pasmore, W.A. (eds) *Research In Organizational Change And Development, Vol. 1 (129-169)*. Stamford, CT: JAI Press.

- Correia de Campos, A. (2002). *Reforma da Administração Pública*. In Reformar Portugal – 17 estratégias de mudança, Luís Valadares Tavares, Abel Mateus e Francisco Sarsfield Cabral (coordenação), Lisboa, Oficina do Livro.
- Cowan, C.C. & Todorovic, N. (2000). *Spiral dynamics: the layers of human values in strategy*. *Strategy and Leadership*, vol. 28: 4-11.
- Cox, T. & McKay, C. (1981). A transactional approach to organizational stress. In Corlett, E.N. & Richardson, J. (Eds). *Stress, work, design and productivity*. Chichester: Wiley & Sons.
- Crandall, V. C., Katkovsky, W., & Crandall, V. J. (1965). *Children's beliefs in their own control of reinforcement in intellectual-academic achievement situations*. *Child Development* 36, 91-109.
- Creswell, J. D., Welch, W. T., Taylor, S. E., Sherman, D. K., Gruenewald, T. L., & Mann, T. (2005). Affirmation of personal values buffers neuroendocrine and psychological stress responses. *Psychological Science*, 16(11), 846-851. doi: 10.1111/j.1467-9280.2005.01624.x.
- Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five designs*. Thousand Oaks, CA: Sage.
- Crisopoulos, S. & Dollard, M., Winefield, A., Dormann, C. (2010). *Increasing the probability of finding an interaction in work stress research: A two-wave longitudinal test of the triple-match principle*, *Journal of Occupational and Organizational Psychology*, Volume 83, Issue 1, pages 17-37, March 2010. doi: 10.1348/096317909X474173.
- Critchley, H. & Rotshtein, P., Nagai, Y., O'Doherty, J., Mathias, C., Dolan, R.J. (2004). Activity in the human brain predicting differential heart rate responses to emotional facial expressions. *NeuroImage*, 24, 751-762. doi: 10.1016/j.neuroimage.2004.10.013.
- Crosno, J., Rinaldo, S., Black, H. & Kelley, S. (2009). Half Full or Half Empty: The Role of Optimism in Boundary-Spanning Positions, *Journal of Service Research*, 11, 295.
- Cross, R. (2012). *Kinesin backsteps*. *Biochem Soc Trans.* 2012 Apr; 40(2):400-3.
- Cross, R., & Parker, A. (2004). *The hidden power of social networks*. Boston: Harvard Business.
- Cross, R., W. Baker, et al.. (2003). *What Creates Energy in Organizations?* *MIT Sloan Management Review* 44: 51-57.
- Csikszentmihalyi, M. (1975). *Beyond Boredom and Anxiety*. San Francisco: Jossey-Bass.
- Csikszentmihalyi, M. (1990). *Flow: The Psychology of the Optimal Experience*. New York: Harper Collins.
- Csikszentmihalyi, M. (1993). *The Evolving Self: A Psychology for the Third Millennium*. New York: Harper Perennial.

- Csikszentmihalyi, M. (1997). *Finding Flow: The Psychology of Engagement with Everyday Life*. New York: Basic Books.
- Csikszentmihalyi, M. (2003). *Good Business: Leadership, Flow, and the Making of Meaning*. New York: Viking.
- Cummings, T. & Cooper, C. (1998). A cybernetic theory of organizational stress. In Cooper, C. (Ed). *Theories of Organizational stress*. Oxford: Oxford University Press.
- Cunha, M & Lopes, M., Cetil, M., Rego, A. (2008). *Organizações Positivas*, Edições Sílabo.
- Cunha, R. (1992). *A Privatização em Portugal: Uma Revolução Cultural* [Privatization in Portugal: A Cultural Revolution], presentation in a seminar on The Challenges of Post-Privatization, New University of Lisbon, Lisbon, March 23rd.
- Cunha, R. (1997). *The Impact of Privatization on Organizational Culture, Human Resource Management and Individual Employees*, Phd University of Manchester, Institute of Science and Technology.
- Cunha, R., Cunha, M., Rego, A., Cabral-Cardoso, C. (2006). *Manual de Comportamento Organizacional e Gestão*, 5ª Edição Revista e Actualizada, Editora RH, Lda.
- Cunha, R. & Cunha, M., Rego, A. (2007). *Organizações Positivas*, Edições Dom Quixote.
- Cunha, R. & Cunha, M., Rego, A., Cabral-Cardoso, C., Marques, C., Gomes, J. (2010). *Manual de Gestão de Pessoas e do Capital Humano*, 2ª Ed., Edições Sílabo.
- Cunha, R., Cooper, C., Moura, M., Reis, M. & Fernandes, P. (1992). Portuguese Version of the OSI: A Study of Reliability and Validity, *Stress Medicine*, Vol. 8, 247-251. doi: 10.1002/smi.2460080408.
- Cunha, R. & Cooper, C. (2002). Does privatization affect corporate culture and employees wellbeing? *Journal of Managerial Psychology*, Vol. 17 (1), 21-49. doi: 10.1108/02683940210415915.
- Cunha, R. & Rego, A., Lopes, M.; Cabral-Cardoso, C. (2003). *Comportamento Organizacional e Gestão*. Editora RH.
- Cummings, T. G., & Cooper, C. L. (1979). A cybernetic framework for studying occupational stress. *Human Relations*, 32(5), 395-418. doi: 10.1177/001872677903200504.
- Cummings, T. and Huse, E. (1989) *Organization Development and Change* (St. Paul, MN: West).
- Cunningham, C. E., Woodward, C. A., Shannon, H. S., MacIntosh, J., Lendrum, B., Rosenbloom, D., & Brown, J. (2002). Readiness for organizational change: A longitudinal study of workplace, psychological and behavioural correlates. *Journal of Occupational and Organizational Psychology*, 75(4), 377-392. doi: 10.1348/096317902321119637.
- Cynkar, A. (2007). Whole workplace health. *Monitor on Psychology*, 38, 28–31. Deci, E. L.,

- Dalal, F. (1998). *Taking the Group Seriously - Towards a Post-Foulkesian Group Analytic Theory*, London: Jessica Kingsley Publishers.
- Damanpour, F. (1991). *Organizational Innovation: A Meta-Analysis of Effects of Determinants and Moderators*. *Academy of Management Journal* September: 557.
- Daniels, K. & Guppy, A. (1992). *Control information-seeking preferences, work stressors and psychological well-being*. *Work and stress*, October-December, 347-353.
- Dansereau, F., Alutto, J. A., & Yammarino, F. J. (1984). *Theory testing in organizational behavior: The variant approach*. Englewood Cliffs, NJ: Prentice-Hall.
- Davis, J., Schoorman, D., Mayer, R., & Tan, H. (2000). *The trusted general manager and business unit performance: Empirical evidence of a competitive advantage*. *Strategic Management Journal*, 21 (5), 563-576.
- Davis, W. & Davis, D. (1972). *Internal-external control and attribution of responsibility for success or failure*. *Journal of Personality*, 40: 123-136.
- Davis, W. & Phares, E. (1967). *Internal-external control as a determinant of information seeking in a social influence situation*. *Journal of Personality*, 35, 547-561.
- Davy, J., Kinicki, A., & Scheck, C. (1997). *A test of job security's direct and mediated effects on withdrawal cognitions*. *Journal of Organizational Behavior*, 18, 323-349.
- Dawson, P. (1994) *Organizational Change: A Processual Approach* (London: Chapman).
- Dawson, P. (1996) *Beyond conventional change models: a processual perspective*, *Asia Pacific Journal of Human Resources*, 34(2), pp. 57–70.
- Day, G. & Shoemaker, P. (2005). *Scanning the periphery*, *Harvard Business Review*, November, 135-148.
- De Bruijn, H. (2002). *Managing Performance in the Public Sector*. London, Routledge.
- De Dreu, C., Weingart, L. & Kwon, S. (2000). *Influence of social motives on integrative negotiation: A meta-analytic review and test of two theories*. *Journal of Personality and Social Psychology*, 78: 889-905.
- Deci, E.L. & Ryan, R.M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. New York: Putman Press.
- Decreto-Lei n.º 121/2008 de 11 de Julho. *Diário da República n.º 133 – 1ª Série*. Ministério das Finanças e da Administração Pública. Lisboa.
- Delaney, J. & Huselid, M. (1996). *The impact of human resource management practices on perceptions of organizational performance*, *Academy of Management Journal*, Vol. 39, nº 4, pp. 949-969.
- Deloitte, Report Inquiry Public Management (2010). Centre for Public Management and Policy, Innovation in Public Management, Corporate HQ.

- Del Val, M. P., & Fuentes, C. M. (2003). Resistance to change: a literature review and empirical study. *Management Decision*, 41(2), 148-155. doi: 10.1108/00251740310457597.
- Demerouti, E., Bakker, A. B., & Schaufeli, W. B. (2005). Spillover and crossover of exhaustion and life satisfaction among dual-earner parents. *Journal of Vocational Behavior*, 67, 266–289. Demerouti, E., Geurts, S. A. E., & Kompier, M. A. J
- Demerouti, E. (2012). The spillover and crossover of resources among partners: The role of work–self and family–self facilitation. *Journal of Occupational Health Psychology*, 17(2), 184. doi: 10.1037/a0026877.
- Demmke, C. (2004). *European civil services between tradition and reform*. Maastricht, European Institute of Public Administration.
- Denhardt, J. V. and Denhart, R.B. (2003). *The new public service: serving, not steering*. New York, M. E. Sharpe.
- Dent, N. J. H. (1984). *The moral psychology of the virtues*. Cambridge University Press. Cambridge.
- Dent, E. B., & Goldberg, S. G. (1999). Challenging “resistance to change”. *The Journal of Applied Behavioral Science*, 35(1), 25-41. doi: 10.1177/0021886399351003.
- Departamento de Estatística do Emprego Público (2012). *Síntese Estatística do Emprego Público 1º Trimestre 2012*. Lisboa: Direção-Geral da Administração e do Emprego Público.
- Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: the case of the privately-held firm and conglomerate business unit. *Strategic management journal*, 5(3), 265-273. doi: 10.1002/smj.4250050306.
- Devaney, R. L. (2003). *Introduction to Chaotic Dynamical Systems*. Westview Press.
- Dewberry, C., M. Ing, et al.. (1990). *Anxiety and Unrealistic Optimism*. *The Journal of Social Psychology* 130(2): 151-156.
- Dickson, M. W., Smith, D. B., Grojean, M. W., & Ehrhart, M. 2001. An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *Leadership Quarterly*, 12: 197–217.
- Diener, C., and Dweck, C. D (1978). *An analysis of learned helplessness*. *Journal of Personality and Social Psychology*, 36, 451-462.
- Dienstbier, R. & Zillig, L. (2002). *Toughness, Handbook of positive psychology*. New York: Oxford University Press, pp. 515-527.
- Diefenbach, T. (2009). New Public Management in public sector organizations: the dark sides of managerialistic ‘enlightenment’, *Public Administration*, Vol. 87 (4), 892-909. Doi: 10.1111/j.1467-9299.2009.01766.x.

- DiMatteo, M., Shugars, A. & Hays, R. (1993). *Work stress, life stress and mental health among dentists*. *Journal of Occupational and Organizational Psychology*, June: 153-162.
- Dipboye, R. L. (1977). A critical review of Korman's self-consistency theory of work motivation and occupational choice. *Organizational Behavior and Human Performance*, 18, 108–126.
- Direção-Geral da Administração e do Emprego Público (2006). *Relatório Final do Programa de Reestruturação da Administração Central do Estado*. Lisboa: Ministério das Finanças.
- Direção-Geral da Administração e do Emprego Público (2014). *Síntese Estatística do Emprego Público, 2º trimestre de 2014*. Ministério das Finanças.
- Direção-Geral da Administração e do Emprego Público (2012). *Síntese Estatística do Emprego Público, 4º trimestre de 2012*. Ministério das Finanças.
- Dirks, K. & Ferrin, D. (2001). *The role of trust in organizational settings*. *Organization Science*, 12 (4), 450-467.
- Dirks, K. T. and D. L. Ferrin: 2002, 'Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice', *Journal of Applied Psychology* 87, 611–628.
- Dirks, K., Cummings, L., & Pierce, J. (1996). *Psychological ownership in organizations: Conditions under which individuals promote and resist change*. *Research in Organizational Change and Development*, 9, 1-23.
- Dobel, J. (1990). *Integrity in the Public Service*. *Public Administration Review*, Vol. 50, Issue 3, p. 354.
- Doerfler, M. C., & Kammer, P. E (1986). *Workaholism, sex, and sex-role stereotyping among female professionals*. *Sex Roles*, 14, 551-560.
- Doherty, T. L. and Horne, T. (2002). *Managing public services - implementing changes: a thoughtful approach to the practice of management*. London, Routledge.
- Dolan, J. (2000). *Influencing Policy at the Top of the Federal Bureaucracy: A Comparison of Career and Political Senior Executives*. *Public Administration Review*, November/December, Vol.60, N°6, pp-573-581.
- Dolinski, D., W. Gromski, et al.. (1987). *Unrealistic Pessimism*. *Journal of Social Psychology* 127: 511-516.
- Donaldson, T. & Dunfee, T.W. (1999). *Ties That Bind: A Social Contracts Approach to Business Ethics*. Boston, MA: Harvard Business School Press.
- Dormann, C., Zapf, B., (2002), Social Stressors at work, irritation and depressive symptoms accounting for unmeasured third variables in multi wave study. *Journal of Occupational and Organisational Psychology*, 75, p33-58. doi: 10.1037/0021-9010.84.6.874.

- Drago, R. W. & Heywood, J. S. (1995). *The Choice of Payment Schemes: Australian Establishment Data*. Working papers_006. University of Wisconsin – Milwaukee.
- Drake, R. A. (1984). *Lateral asymmetry of personal optimism*. *Journal of Research in Personality* 18: 497-507.
- Drucker, P. (1964). *Prática de Administração de Empresas*. Vol. II – 2.^a Edição. Rio de Janeiro: Editora Fundo de Cultura.
- Ducette, J. & Wolk, S. (1973). *Cognitive and motivational correlates of generalized expectancies for control*. *Journal of Personality and Social Psychology*, 26 420-429.
- Ducette, J., Wolk, S., & Friends, S. (1972). *Locus of control and creativity in black and white children*. *J. Soc. Psychol.*, 88, 297-298.
- Duffy, M. K., Shaw, J. D., & Stark, E. M. (2000). Performance and satisfaction in conflicted interdependent groups: when and how does self-esteem make a difference?. *Academy of Management Journal*, 43(4), 772-782. doi: 10.2307/1556367.
- Dunleavy, P. & Carrerra, L. (2013) *Growing the productivity of government services* Cheltenham. Edward Elgar.
- Dunphy, D.D. and Stace, D.A. (1993) The strategic management of corporate change, *Human Relations*, 46(8), pp. 905–918.
- Dutton, J. (2003). *Energize Your Workplace: How to Create and Sustain High-Quality Connections at Work*. San Francisco, CA: Jossey-Bass.
- Dutton, J. E. and B. R. Ragins, Eds. (2007). *Exploring positive relationships at work: Building a theoretical and research Foundation*. Mahwah, NJ, Lawrence Erlbaum Associates.
- Dutton, J., Kanov, J., Maitlis, S., Worline, M., Frost, P. & Lilius, J. (2006). Compassion in Organizational Life in Gallos, J., *Organizational Development – A Jossey-Bass Reader*, John Wiley & Sons.
- Dutton, J., Workman, K. & Hardin, A. (2014). Compassion at Work. *The Annual Review of Organizational Psychology and Organizational Behavior*, 1: 277-304. doi: 10.1146/annurev-orgpsych-031413-091221.
- Dweck, C., & Licht, B. (1980). *Learned helplessness and intellectual achievement*. In J. Garber & M. E. P. Seligman (Eds.), *Human helplessness: Theory and applications* (pp. 197-221). New York: Academic Press.
- Dweck, C., & Reppucci, N. (1973). *Learned helplessness and reinforcement responsibility in children*. *Journal of Personality and Social Psychology*, 25, 109-116.ed.) Oxford, Oxford University.
- Eby, L. T., Adams, D. M., Russell, J. E., & Gaby, S. H. (2000). Perceptions of organizational readiness for change: Factors related to employees' reactions to the implementation of team-based selling. *Human relations*, 53(3), 419-442. doi: 10.1177/0018726700533006.

- Eden, C. (1992). *On the nature of cognitive maps*. *Journal of Management Studies* 29: 261-265.
- Eden, D. (1986). *Team Development: Quasi-Experimental Confirmation Among Combat Companies*. *Group and Organizational Studies* September: 133-46.
- Edwards, J. (1998). *Cybernetic Theory of Stress, Coping, and Well-Being: Review and Extension to Work and Family* in C. L. Cooper (Ed.), *Theories of Organizational Stress*, Oxford University Press, Oxford, UK. doi: 10.1108/02683940310502412.
- Eiser, J. R., Ed. (1986). *Social Psychology: Attitudes, cognition, and social behaviour*. Cambridge, Cambridge University Press.
- Elder, E.D. and Spence, J.T. (n.p.). *Workaholism in the business world: Work addiction versus workenthusiasm in MBAs*. Unpublished manuscript. Department of Psychology, University of Texas at Austin.
- Elias, N. (1978). *What is Sociology?* New York: Columbia University Press.
- Elias, N. (1994). *The Civilizing Process*. Oxford: Blackwell Publishers.
- Elias, N. (1998). *On Civilization, Power, and Knowledge*. Chicago: The University of Chicago Press.
- Elias, N. and Scotson, J. (1994). *The Established and the Outsiders*. London: Sage.
- Emmons, R. A. (1999). *Religion in the psychology of personality: An introduction*. *Journal of Personality*, 67, 873-888.
- Engstrom, T.W. and Juroe, D.J. (1979). *The Work Trap*. Old Tappan, NJ: Fleming H. Revell.
- Erez, A., & Judge, T. A. (2001). Relationship of core self-evaluations to goal setting, motivation, and performance. *Journal of Applied Psychology*, 86, 1270–1279.
- Erkmen, T., Cerik, S, Bozkurt, S., Ozaslan, E. (2010). The development of Spence and Robbins Workaholism Scale with its validity and reliability measurement. *International Journal of Business and Management Studies*, 2(1), 89-95.
- Esping-Andersen, G. (1990). *The Three Worlds of Welfare Capitalism*. Cambridge: John Wiley and Sons.
- European Commission. (2010). *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on Market Reviews Under the EU Regulatory Framework (3rd Report). Further Steps Towards the Consolidation of the Internal Market for Electronic Communications*. Publications Office.
- Evans, B. & Coman, G. (1993). *General versus specific measures of occupational stress: An Australian police survey*. *Stress Medicine* January, 11-20.
- Fackelmann, K. A. (1992). *Type A: From the nursery to the boardroom*. *Science News*, 141, 183.

- Farber, B. (1983). *A Critical Perspective on Burnout. Stress and Burnout in the Human Services Professions*. B. Farber. New York, Pergamon Press.
- Farrell, D. (2003). *The real new economy*. *Harvard Business Review* 81, 104-12.
- Farrell, D. (2004). *The hidden dangers of the informal economy*. *The McKinsey Quarterly*, 3, 26-37.
- Fassel, D. (1990). *Working Ourselves to Death: the High Costs of Workaholism, the Rewards of Recovery*. San Francisco, CA: Harper Collins.
- Fassel, D. and Schaefer, A.W. (1989). *The high cost of workaholism*. *Business and Health*, (January), 38-42.
- Fehr, R., & Gelfand, M. J. (2012). The forgiving organization: A multilevel model of forgiveness at work. *Academy of Management Review*, 37(4), 664-688. Doi: 10.5465/amr.2010.0497
- Feliciano, J. F., Lopes, C. M., & Rodrigues, C. U. (2008). *Protecção social, economia informal e exclusão social nos PALOP*. Principia.
- Ferlie, E., Ashburner, L., Fitzgerald, L. & Pettigrew, A. (1996). *The new public management, in action*. Oxford University Press.
- Fernandez, S. & Rainey, H. (2006). Managing Successful Organizational Change in the Public Sector, *Public Administration Review*, March/April, pp. 168-176.
- Ferro, P. (2006). A motivação dos funcionários públicos e a reforma administrativa: entre o bem comum e o interesse próprio, *Moinho Velho*, Lisboa, 18-21.
- Fevre, M.L., Matheny, J., & Kolt, G. S. (2003). Eustress, distress and interpretation in occupational stress. *Journal of Managerial Psychology*, 18 (7), 726-744. doi: 10.1108/02683940310502412.
- Figueiredo, J., Tavares, L. V. and Alves, A. A. (2005). *Processos de mudança na administração pública: cultura de direcção, novos modelos de formação e o futuro das ciências da administração*. Oeiras, INA
- Fineman, S. (2006). On being positive: Concerns and counterpoints. *Academy of Management Review*, 31, 270–291.
- Firth, L., Mellor, D. J., Moore, K. A., and Loquet, C., (2004), “How can Managers Reduce Employee Intention to Quit?” *Journal Managerial Psychology*, 19.1/2, pp.170 - 87.
- Fishbein, M., & Ajzen, I. (2005). Theory-based behavior change interventions: Comments on hobbis and sutton. *Journal of Health Psychology*, 10, 27–31.
- Folkman, S. and Lazarus, R. (1980). *An Analysis of Coping in a Middle-Aged Community Sample*. *Journal of Health and Social Behavior* 21: 219-319.
- Folkman, S. et al.. (1985). *Dynamics of a Stressful Encounter: Cognitive Appraisal, Coping and Encounter Outcomes*. *Journal of Personality and Social Psychology* 49: 992-1003.

- Folkman, S., R. Gruen, et al.. (1986). Appraisal, Coping, Health Status and Psychological Symptoms." *Journal of Personality and Social Psychology* 50: 571-579.
- Fonseca, J. (2001). *Complexity and Innovation in Organisations*. London and New York: Routledge.
- Ford, R.C. & Richardson, W.D. (1994). *Ethical decision making: A review of the empirical literature*. *Journal of Business Ethics* 13: 205-221.
- Ford, J. D., Ford, L. W., & D'Amelio, A. (2008). Resistance to change: The rest of the story. *Academy of management Review*, 33(2), 362-377. 10.5465/AMR.2008.31193235.
- Foster, D., Stine, B., & Waterman, R. (1998). *Business analysis using regression: A casebook*, Springer-Verlag.
- Foster, I., Kesselman, C., & Tuecke, S. (2001). The anatomy of the grid: Enabling scalable virtual organizations. *International journal of high performance computing applications*, 15(3), 200-222.
- Franzmeier, A. (1988). *To your health*. *Nations' Business*, 76, 73.
- Frazier, M., Johnson, P., Gavin, M., Gooty, J. & Bradley, D. (2010). Organizational Justice, Trustworthiness, and Trust: A Multifoci Examination, *Group & Organization Management*, Vol. 35, 39-76.
- Frederick, W.C. & Weber, J. (1987). *The values of corporate managers and their critics: An empirical description and normative implications*. In W.C. Frederick (Ed.), *Research in Corporate Social Performance and Policy*, vol. 9, pp.131-152. Greenwich, CT: JAI Press.
- Frederickson, G. (1996). *Comparing the Reinventing Government with the New Public Management*. *Public Administration Review*, volume 56, n°3, pp-263-270
- Fredrickson, B. (1998a). *Positive emotions speed recovery from the cardiovascular sequelae of negative emotions*. *Cognition and Emotion* (12): 191-220.
- Fredrickson, B. (1998b). What good are positive emotions? *Review of General Psychology*, 2, 300-319. doi: 10.1037/0003-066X.56.3.218.
- Fredrickson, B. (2003). *Positive Emotions and Upward Spirals in Organizations*. In Cameron et al. (Eds), *Positive organizational scholarship*. San Franscisco: Berrett Koehler.
- Freeman, R. E. (2005). Stakeholder theory. In P.H.Werhane & R. E. Freeman (Eds.), *The Blackwell Encyclopedia of Management*, 2nd ed. Business Ethics, Vol. 2 (pp.496–500). Malden, MA: Blackwell Publishing.
- French, W. and Bell, C. Jr. (1973) *Organization Development: Behavioral Science Interventions for Organization Improvement* (Englewood Cliffs, NJ: Prentice-Hall).
- Freud, S. ([1921] 1959). *Group Psychology and the Analysis of the Ego*. W. W. Norton.

- Friedlander, L. J., Reid, G. J., Shupak, N., & Cribbie, R. (2007). Social support, self-esteem, and stress as predictors of adjustment to university among first-year undergraduates. *Journal of College Student Development, 48*(3), 259-274. doi: 10.1353/csd.2007.0024.
- Friedman, M. and Ulmer, D. (1984). *Treating Type a Behavior and your Heart*. New York: Knopf.
- Friedman, M., & Rosenman, R. (1974). *Type A behavior and your heart*. New York: Knopf.
- Fritzsche, D.J. (1997). *Business Ethics: A Global Managerial Perspective*. New York: McGraw-Hill.
- Fugate, M., Kinicki, A. J., & Prussia, G. E. (2008). Employee coping with organizational change: An examination of alternative theoretical perspectives and models. *Personnel Psychology, 61*(1), 1-36. doi: 10.1111/j.1744-6570.2008.00104.x
- Fukuyama, F. (1996). *Trust: The Social Virtues and the Creation of Prosperity*. New York, Free Press.
- Fuqua, R. & Couture, K. (1986). *Burnout and locus of control in child care staff*. *Child Care Quarterly*, Summer: 98-109.
- Fusilier, M., Ganster, D. & Mayes, B. (1987). Effects of Social Support, Role Stress and Locus of Control on health, *Journal of Management*, Vol. 13, N° 3, 517-528.
- Fyock, C., & Brannick, J. (2002). Assessing organizational culture. Retrieved December, 1, 2006.
- Gaebler, T. & Osbourne D. (1992). *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. New York Penguin Press.
- Gardner, D. G., Dyne, L., & Pierce, J. L. (2004). The effects of pay level on organization-based self-esteem and performance: A field study. *Journal of Occupational and Organizational Psychology, 77*(3), 307-322. DOI: 10.1348/0963179041752646.
- Garson, B. (1990). *Work addiction: Organizational boon or doom?* Unpublished manuscript.
- Garvin, D.A. (1994) Building a learning organization, *Harvard Business Review*, July/August, pp. 78–91.
- Gelso, C. J., & Fassinger, R. E. (1992). *Personality, development, and counseling psychology: Depth, ambivalence, and actualization*. *Journal of Counseling Psychology, 39*, 275-298.
- Gelso, C. J., Betz, N. E., Friedlander, M. L., Helms, J. E., Hill, C. E., Patton, M. J., Super, D. E., & Wampold, B. E. (1988). *Research in counseling psychology: Prospects and recommendations*. *The Counseling Psychologist, 16*, 385-406.
- George, D. (1997). *Working longer hours: Pressure from the boss or pressure from the marketers?* *Review of Social Economy 55*(1): 33-66.

- George, J. (1991). *State or trait: Effects of positive mood on prosocial behaviours at work*. *Journal of Applied Psychology*, 25, pp. 229-307.
- Gianakos, I. (2002). Predictors of coping with work stress: The influences of sex, gender role, social desirability, and locus of control. *Sex Roles*, 46, 149–158.
- Gilbert, P. (Ed.). (2004). *Compassion: Conceptualisations, research and use in psychotherapy*. Routledge.
- Gillespie, N. & Dietz, G. (2009). Trust repair after an organization-level failure, *Academy of Management Review*, Vol. 34, N° 1, 127-145.
- Gini, AI (1998). *Working Ourselves to Death: Workaholism, Stress, and Fatigue*. *Business and Society Review*, 100/101: 45-56.
- Girth, A. (2014). A Closer Look at Contract Accountability: Exploring the Determinants of Sanctions for Unsatisfactory Contract Performance, *Journal of Public Administration Research and Theory* (2014) 24 (2): 317-348. Doi: 10.1093/jopart/mus033.
- Gomes, J. & Cesário, F. (2014). *Investigação em Gestão de Recursos Humanos – Um Guia de Boas Práticas*, Lisboa: Escolar Editora.
- Governo Português (2005). *Programa de Estabilidade e Crescimento 2011-2014*. Retrieved from <http://www.gep.msss.gov.pt>
- Governo Português (2011). *Plano global estratégico de racionalização e redução de custos nas TIC, na Administração Pública*.
- Grant, A. & Sumanth, J. (2009). Mission Possible? The Performance of Prosocially Motivated Employees Depends on Manager Trustworthiness, *Journal of Applied Psychology*, Vol. 94, N° 4, 927-944.
- Gregory, R. & Hicks, C. (1999). *Promoting Public Service Integrity: A Case for Responsible Accountability*. *Australian Journal of Public Administration*, 58 (4):3-15.
- Griffin, D. (2002). *The Emergence of Leadership-Linking Self-Organization and Ethics*. London: Routledge.
- Griswold C. (2007). *Forgiveness: a Philosophical Exploration*. Cambridge University Press.
- Guest, D. (1997). Human resource management and performance: a review and research agenda, *The International Journal of Human Resource Management*, Vol. 8, Issue 3.
- Guleryuz, K., Guney, S., Aydin, E.M., & Asan, O. (2008). The mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses: a questionnaire survey. *International Journal of Nursing Studies*, 45(11), 1625-1635. doi: 10.1016/j.ijnurstu.2008.02.004.
- Haas, R. (1991). *Strategies to cope with a cultural phenomenon-workaholism*. *Business and Health*, 36, 4.
- Hackman, J. R. (2009). The perils of positivity. *Journal of Organizational Behavior*, 30(2), 309-319. doi: 10.1002/job.587

- Hagebak, B. (1982). *The Forgiveness Factor: taking the risk out of efforts to integrate human services*. Public Administration Review, Jan/Feb 1982, Vol. 42, Issue 1, p. 72.
- Hair, J., Anderson, R., Tatham, R. & Black, W. (2006). Multivariate data analysis. New Jersey: Prentice Hall International, Inc.
- Halkos, G. E., & Bousinakis, D. (2012). Importance and influence of organizational changes on companies and their employees. *Journal of Advanced Research in Management*, 3(2), 89-102. doi: 10.2478/v10258-012-0008-4.
- Hall, J. H & Fincham, F. D. (2005). Self-forgiveness: The stepchild of forgiveness research. *Journal of Social and Clinical Psychology*, 24(5), 621-637.
- Hallsten L, Josephson M, Torgen M. Performance-based self-esteem (2005). A driving force in burnout processes and its assessment. Stockholm: National Institute for Working Life; Report No.: 2005:4.
- Haque, M.S. (1999). Ethical Tension in Public Governance: Critical Impacts on Theory-Building, *Administrative Theory & Praxis*, 21 (4), 468-73
- Haraguchi, M., Tsuda, A., & Ozeki, Y. (1991). *The current status of stress among information-related industry workers*. In M. Tanaka & A. Tsuda (Eds.), *L'esprit d'aujourd'hui* [The spirit of today] N. ° 290: Stress and karoshi (pp. 75-86). Tokyo: Shibundo.
- Hardin, R. (1993). *The Street-Level Epistemology of Trust*. *Politics and Society* 21 (December): 407-22.
- Hardin, R., Ed. (2002). *Trust and Trustworthiness*. New York, Russell Sage Foundation.
- Harter, S. (1990). *Causes, correlates, and the functional role of global self-worth: A life span perspective*. In Sternberg RJ, Kolligan J. Jr. (Eds), *Competence considered* (pp. 67-97), New Haven: Yale University Press.
- Hartley, J., Jacobson, D., Klandermans, B. & Van Vuuren, T. (1991). *Job insecurity: Coping with jobs at risk*. London: Sage.
- Hatch, M. (1999). *Exploring the empty spaces of organizing: How improvisational jazz helps redescribe organizational structure*. *Organizational Studies*, 20, pp. 75-100.
- Haymon, S. (1992). *The relationship of work addiction and depression, anxiety, and anger in college males*. Unpublished doctoral dissertation, Florida State University, Tallahassee.
- Haymon, S. (1993). *The relationship of work addiction and depression, anxiety, and anger in college males*. Doctoral dissertation, Florida State University 1992. Dissertation Abstracts International, 53, 5401-B.
- Heaton, R., & Duerfeldt, P. (1973). *The relationship between self-esteem, self-reinforcement, and the internal-external personality dimension*. *J. Genet. Psychol.*, 123, 3-13.
- Held, B. S. (2004). *The negative side of positive psychology*. *Journal of Humanistic Psychology* 44: 9-46.

- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: extension of a three-component model. *Journal of applied psychology*, 87(3), 474. doi: 10.1037/0021-9010.87.3.474.
- Hertz, (1991). *Tabu search for large scale timetabling problems*. European Journal of Operational Research, 54/1, 39-47.
- Higgins, E. T. (1987). Self-discrepancy: A theory relating self and affect. *Psychological Review*, 94, 319-340.
- Higgins, E. T. (1997). Beyond pleasure and pain. *American Psychologist*, 52, 1280-1300.
- Higgins, M., Dobrow, S. & Roloff, K. (2010). Optimism and the boundaryless career: The role of developmental relationships. *Journal of Organizational Behavior*, 31, 749-769. doi: 10.1002/job.693.
- Hilborn, R. C. (2004). *Sea gulls, butterflies, and grasshoppers: A brief history of the butterfly effect in nonlinear dynamics*. American Journal of Physics.
- Holloway, J. (1999). *Managing Performance*. In Rose, A. and Lawton, A. (Eds). Public Services Management, Financial Times/Prentice-Hall, Harlow, ch. 12, pp. 238-59.
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for Organizational Change The Systematic Development of a Scale. *The Journal of applied behavioral science*, 43(2), 232-255. doi: 10.1177/0021886306295295.
- Hood, C. and Dixon, R. (2012) 'A model of cost cutting in government? The great management revolution in UK central government' *Public Administration* (pre-publication version accessed 23 October 2012).
- Horwath, E., Johnson, J., Klerman, G. L., & Weissman, M. M. (1994). *What are the public health implications of subclinical depressive symptoms?* *Psychiatric Quarterly*, 65, 323-337.
- Hox, J. (2010) *Multilevel Analysis - Techniques and Applications*, Routledge, New York, New York.
- Huczynski, A. and Buchanan, D. (2001) *Organizational Behaviour*, 4th edn (Harlow, UK: FT/Prentice Hall).
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, 20 (2), 195-204. Doi: 10.1002/(SICI)1097-0266(199902)20:2
- Hurtz, G. M., & Alliger, G. M. (2002). Influence of coaching on integrity test performance and unlikely virtues scale scores. *Human Performance*, 15(3), 255-273. doi: 10.1207/S15327043HUP1503_02.
- Huselid, M. & Becker, B. (2006). Strategic Human Resources Management: Where do we go from here?, *Journal of Management*, Vol. 32, No. 6, 898-925. Doi: 10.1177/0149206306293668.

- Hvidman, U., Andersen, S. (2014). Impact of Performance Management in Public and Private Organizations, *Journal of Public Administration Research and Theory*, 24 (1): 35-58. doi: 10.1093/jopart/mut019.
- Ingram S. & Pilla Steven Di (2007), *Stress at the Workplace*, *Occupational Health and Safety*, A Research White paper, ESIS, Inc. – Global Risk Control Services.
- Ingram, R. E., & Wisnicki, K. S. (1988). *Assessment of positive automatic cognition*. *Journal of Consulting and Clinical Psychology*, 56, 898-902.
- Ingram, R. E., Atkinson, J. H., Slater, M. A., Saccuzzo, D. P., & Garfin, S. R. (1990). *Negative and positive cognition in depressed and non-depressed chronic-pain patients*. *Health Psychology*, 9, 300-314. DOI: 10.1016/0304-3959(91)90216-K.
- Interactive, H. (2011). *Stress in the Workplace. Survey Summary*.
- Ishiyama, F. and A. Kitayama (1994). *Overwork and career self-validation among the Japanese: Psychological issues and counselling implications*. *International Journal for the Advancement of Counselling* 17(167-182).
- Ismail, A, Yao, A., Kamal, N. & Yunus, Y. (2009). Relationship between Occupational Stress and Job Satisfaction: An Empirical Study in Malasia, *The Romanian Economic Journal*, Year XII, N° 34
- Ivancevich, J. & Matteson, M. (1980). *Stress and work: A managerial perspective*. Glenview IL: Scott, Foresman.
- Jaccard, J., & Turrisi, R. & Wan, C. (1990). *Interaction effects in multiple regression*, 07-072.
- James, K. (1999) Re-thinking organisational stress: the transition to the new employment age, *Journal of Managerial Psychology* 14(7/8): 545-557.
- Jaros, S. (2010). Commitment to organizational change: A critical review. *Journal of Change Management*, 10(1), 79-108. doi: 10.1080/14697010903549457.
- Jennings, B. (1990). *Stress, locus of control, social support and psychological symptoms among head nurses*. *Research in Nursing and Health*, December: 393-401.
- Johnson, E. J. and A. Tversky (1983). *Affect, generalization, and the perception of risk*. *Journal of Personality and Social Psychology* 45: 20-31.
- Jones F, Burke RJ, Westman M. (2006). Work-life balance: key issues. In: Jones F, Burke RJ, Westman M, editors. *Work-life balance: a psychological perspective*. East Sussex: Psychology; p. 1–9.
- Jones, C. & Page, S. (1986). *Locus of control, assertiveness and anxiety as personality variables in stress-related headaches*. *Headache*, July: 369-374.
- Judd, C. M., & Kenny, D. A. (1981). Process analysis estimating mediation in treatment evaluations. *Evaluation review*, 5(5), 602-619.
- Judge, T. & Bono, J. E. (2003). *The Core Self-Evaluations Scale: Development of a Measure*. *Personnel Psychology*, Summer 2003; 56, 2.

- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of applied Psychology*, 86(1), 80. doi: 10.1037/0021-9010.86.1.80.
- Judge, T. A., Erez, A., Bono, J. & Thoresen, C. (2002). Are Measures of Self-Esteem, Neuroticism, Locus of Control, and Generalized Self-Efficacy indicators of a common core construct?, *Journal of Personality and Social Psychology*, Vol. 83 (3), 693-710. doi: 10.1037/0022-3514.83.3.693.
- Kahn, R. L. and P. Byosiere (1992). *Stress in Organizations*. Handbook of Industrial and Organizational Psychology. M. D. Dunnette and L. M. Hough. Palo Alto, CA, Consulting Psychologists Press: 571-650.
- Kahn, W. A. (2007). *Meaningful connections: Positive relationships and attachments at work. Exploring positive relationships at work: Building a theoretical and research foundation*. J. E. Dutton and B. R. Ragins. Mahwah, NJ, Lawrence Erlbaum Associates.
- Kammeyer-Mueller, J. D., Judge, T. A., & Scott, B. A. (2009). The role of core self-evaluations in the coping process. *Journal of Applied Psychology*, 94(1), 177. doi: 10.1037/a0013214.
- Kanter, R. M., Stein, B. A., & Jick, T. D. (1992). The challenges of execution: roles and tasks in the change process. *The Challenge of Organizational Change*, 369-94.
- Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: implications for job redesign. *Administrative Science Quarterly*, 24 (2), 285-307.
- Killingier, B. (1991). *Workaholics: the Respectable Addicts*. New York: Simon & Schuster.
- Kim, J. (2010). Strategic Human Resource Practises: Introducing Alternatives for Organizational Performance Improvement in the Public Sector, *Public Administration Review*, Jan/Feb.
- King, Z. (2004). Career self-management: Its nature, causes and consequences. *Journal of Vocational Behavior*, 65 (1), 112-133.
- Klassen, R. M. (2004). *Optimism and realism: A review of self-efficacy from a cross-cultural perspective*. *International Journal of Psychology*, 39 (3): 205-230.
- Klendar, R. & Deller, J. (2009). Organizational justice and managerial commitment in corporate mergers, *Journal of Managerial Psychology*, Vol. 24, N° 1, 29-45.
- Kluemper, D. H., Little, L. M., & DeGroot, T. (2009). State or trait: Effects of state optimism on job-related outcomes. *Journal of Organizational Behavior*, 30, 209–231.
- Kogetsidis, H. (2012). Critical Systems Thinking: A Creative Approach to Organizational Change. *Journal of Transnational Management*, 17(3), 189-204. doi: 10.1080/15475778.2012.706704.

- Kolthoff, E. W. (2007). Ethics and new public management: Empirical research into the effects of businesslike government on ethics and integrity.
- Kompier, M., & Cooper, C. L. (Eds.). (1999). *Preventing stress, improving productivity: European case studies in the workplace*. Psychology Press.
- Kompier, M. A. J., Cooper, C. L. and Guerts, S. A. E. (2000) A multiple case study approach to work stress prevention in Europe, *European journal of Work and Organisational Psychology* 9(3): 371-400.
- Konovsky, M.A., and Pugh, D.S. (1994), 'Citizenship Behavior and Social Exchange,' *Academy of Management Journal*, 37, 656–669.
- Konstan, D. (2010). *Before Forgiveness: The Origins of a Moral Idea*. Cambridge/New York: Cambridge University Press.
- Korman, A. K. (1970). Toward an hypothesis of work behavior. *Journal of Applied Psychology*, 54, 31–41.
- Korn, E.R. Pratt, G.J. and Lambrou, P.T. (1987). *Hyper-performance: the A.I.M. Strategy for Releasing your Business Potential*. New York: John Wiley.
- Korunka, C., Scharitzer, D., Carayon, P., Hoonakker, P., Sonnek, A., & Sainfort, F. (2007). Customer orientation among employees in public administration: A transnational, longitudinal study. *Applied ergonomics*, 38(3), 307-315. DOI: 10.1016/j.apergo.2006.04.019.
- Kotter, J. P. (1996). *Leading change*. Harvard Business Press.
- Kotter, J. (1998), Leading change: Why transformation efforts fail. *Harvard Business Review of Change*, pp. 1-20.
- Kozlowski, S.W. J., & Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes. In K. J. Klein & S.W. J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions* (pp. 3–90). San Francisco: Jossey-Bass.
- Kramer, R.M. (1999), 'Trust and Distrust in Organizations: Emerging Perspectives, Enduring Questions,' *Annual Review of Psychology*, 50, 569–598.
- Kramer, R. M., & Cook, K. S. (2004). *Trust and distrust in organizations: Dilemmas and approaches*. In R. M. Kramer & K. S. Cook (Eds.), *Trust and distrust in organizations: Dilemmas and approaches* (pp. 1-18). New York: Russell Sage Foundation.
- Kramer, R.M., & Tyler, T.R. (eds.) (1996), *Trust in Organizations*. *Frontiers of Theory and Research*, Thousand Oaks/London/New Delhi: Sage.
- Kuhnert, K. & Vance, R. (1992). *Job insecurity and moderators of the relation between job insecurity and employee adjustment*. In J.C. Quick, L.R. Murphy, & J.J.

- Kumar, R. & Kamalanabhan, J. (2005). "The role of personality factors in coping with organizational change", *International Journal of Organizational Analysis*, Vol. 13 (2): 175-192. doi: 10.1108/eb029003.
- La Tour, S. (1979). *Conceptual and methodological issues in consumer satisfaction research*. William L. Wilkie, ed. *Advances in Consumer Research*. Association for Consumer Research, Ann Arbor, MI, 431-437.
- Lam, S. S. K., & Schaubroeck, J. (2000). *Reactions to being promoted and to being passed over: A quasi-experiment*. *Academy of Management Journal*, 43, 66-78.
- Lane, J. E. (2011). Public Sector Reforms. In *New Public Service* (pp. 41-54). Gabler.
- Lane, J., Lane, A. M., & Kyprianou, A. (2004). Self-efficacy, self-esteem and their impact on academic performance. *Social Behavior and Personality: an international journal*, 32(3), 247-256. doi: 10.2224/sbp.2004.32.3.247.
- Langner, T. J. (1962). "A Twenty-Two Item Screening Score of Psychiatric Symptoms Indicating Impairment." *Journal of Health and Human Behavior* 3: 269-276.
- Lardner, J. and T. Johnson (1999). *World-class Workaholics*. US News & World Report 127(24): 42-50.
- Larson, P. & Zussman, D. (2010). *Departmental Audit Committees in the Canadian Federal Government: Innovation in Public Management*, Centre for Public Management and Policy. University of Ottawa. In Report of Deloitte. Retrieved from
- Lazarus, R. (1966). *A New Synthesis: Stress and Emotion*. Paperback. Springer Publishing Company.
- Lazarus, R. & Folkman, S. (1984). *Stress, appraisal, and coping*. New York: Springer.
- Leal, A. C. (1995). *Da poeira dos arquivos...A Inspeção do Ensino Primário*. IGE Informação, 2, 61-63.
- Lee, J., & Peccei, R. (2007). Perceived organizational support and affective commitment: the mediating role of organization-based self-esteem in the context of job insecurity. *Journal of Organizational Behavior*, 28(6), 661-685. doi: 10.1002/job.431.
- Lee, M.D., & Kanugo, R. (1984). *Management of work and personal life*. New York: Praeger.
- Lefcourt, H. (1966). *Internal versus external control of reinforcement: A review*. *Psychology Bulletin*, 65, 206-220.
- Lefcourt, H. (1976). *Locus of control: Current trends in theory and research*. Hillsdale, N.J. Erlbaum.
- Lefcourt, H. (1980). *Personality and locus of control*. In J. Garber & M. E. P. Seligman (Eds.), *Human helplessness: Theory and applications* (pp. 245-259). New York: Academic Press.

- Lefcourt, H. (1984). *Research with the Locus of Control Construct: Extension and Limitations*. London, Academic Press.
- Lei n.º 12-A/2008. *Diário da República n.º 41 – 1ª Série*. Assembleia da República. Lisboa.
- Lei n.º 4/2009 de 29 de Janeiro. *Diário da República n.º 20 – 1ª Série*. Assembleia da República. Lisboa.
- Lei n.º 53/2006. *Diário da República n.º 235 – 1ª Série*. Assembleia da República. Lisboa.
- Lei n.º 58/2008 de 9 de Setembro. *Diário da República n.º 174 – 1ª Série*. Assembleia da República. Lisboa.
- Lei n.º 59/2008 de 11 de Setembro. *Diário da República n.º 176 – 1ª Série*. Assembleia da República. Lisboa.
- Lei n.º 64/2011 de 22 de Dezembro. *Diário da República n.º 244 – 1ª Série*. Assembleia da República. Lisboa.
- Lei n.º 66-B/2007. *Diário da República n.º 250 – 1ª Série*. Assembleia da República. Lisboa.
- Leonard, N. H., Beauvais, L. L., & Scholl, R. W. (1999). Work motivation: The incorporation of selfconcept-based processes. *Human Relations*, 52, 969–998.
- Levenson, H. (1973). *Multidimensional locus of control in psychiatric patients*. *Journal of Consulting and Clinical Psychology* (41): 397-404.
- Levine, S., & Scotch, N. A. (Eds.). (2013). *Social stress*. Aldine Transaction.
- Lewicki, R., & Bunker, B. B. 1996. Developing and maintaining trust in work relationships. In R. M. Kramer & T. R. Tyler (Eds.), *Trust in organizations: Frontiers of theory and research*: 114–139. Thousand Oaks, CA: Sage.
- Lewin, K. (1947). Frontiers in group dynamics II. Channels of group life; social planning and action research. *Human relations*, 1(2), 143-153. doi: 10.1177/001872674700100201.
- Lewin, K. (1951). *Field Theory in Social Science*. New York, Harper Brothers.
- Lewin, K. and Gold, M. (1999), “Group decision and social change”, *The Complete Social Scientist: A Kurt Lewin Reader*, American Psychological Association, Washington, DC, pp. 265-84 (reprinted from Newcomb, T.M. and Hartley, E.L. (Eds), 1948, *Readings in Social Psychology*, pp. 330-41, Henry Holt, New York, NY).
- Lievens, F., De Corte, W., & Schollaert, E. (2008). A closer look at the frame-of-reference effect in personality scale scores and validity. *Journal of Applied Psychology*, 93, 268–279.
- Lightsey, O. R., Jr. (1994a). *Positive automatic cognitions as moderators of the negative life event-dysphoria relationship*. *Cognitive Therapy and Research*, 18, 353-365.
- Lightsey, O. R., Jr. (1994b). *Thinking positive as a stress-buffer: The role of positive automatic cognitions in depression and happiness*. *Journal of Counseling Psychology*, 41, 325-334.

- Liu, B., Yang, K., Yu, W. (2014). Work related stressors and health related outcomes in public service: examining the row of public service motivation, *American Review of Public Administration*, 1-21. doi: 10.1177/0275074014524298.
- Locke, E. A., & Schweiger, D. M. (1979). Participation in decision-making: One more look. *Research in organizational behavior*, 1(10), 265-339.
- Lopes, M. (2007). *Optimism Induction Capability: Effects on Advice-seeking, Problem-Solving and Innovation Networks*. Paper submitted in Workshop on "New Developments in Management Research: Organizational Behavior", March, 2007, FCEE-Católica.
- Lopes, M. (2008). Good Vibrations: Optimism, Social Network Position and Resource-Attraction Capability, Phd, Universidade Nova de Lisboa/Instituto de Psicologia Aplicada.
- Lopes, M. P., M. P. e. Cunha, et al.. (2005). *Positive psychological capital: Distinguishing profiles and their impact on organizational climate*. Lisbon, Universidade Nova de Lisboa, Instituto Superior de Psicologia Aplicada.
- Lopez, S. J., & Snyder, C. R. (Eds.) (2009). *Oxford Handbook of positive psychology* (2nd ed. New York: Oxford University Press.
- Lord, R. G., Klimoski, R. J., & Kanfer, R. (2002). Emotions in the workplace: Understanding the structure and role of emotions in organizational behavior. San Francisco: Jossey-Bass.
- Lorenz, E. M. (1963). *Deterministic non-periodic flow*. J. Atmospheric Sciences.
- Loseby, P. (1992). *Employment security*. Westport, CT: Quorum Books.
- Lowe, K. B., Cordery, J., & Morrison, D. (2004). A model for the attribution of leader integrity: Peeking inside the black box of authentic leadership. Paper presented at the 2004 Gallup Leadership Institute conference, Lincoln, NE.
- Luskin, F. (2007). *Forgive for Good: A Proven Prescription for Health and Happiness*. Harper.
- Luthans, F. & Youssef, C. M. (2004). Human, social, and now positive psychological capital management. *Organizational Dynamics*, 33, 143-160.
- Luthans, F. (2002a). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23, 695-706. doi: 10.1002/job.165.
- Luthans, F. (2002b). *Positive organizational behavior: Developing and managing psychological strengths*. *Academy of Management Executive*, 16, 57-72. doi: 10.5465/AME.2002.6640181.
- Luthans, F., & Avolio, B. (2003). Authentic leadership development. In K. Cameron J. Dutton & R. Quinn (Eds.), *Positive organizational scholarship* (pp. 241–258). San Francisco: Berrett-Koehler Publishers, Inc.

- Luthans, F., B. J. Avolio, et al. (2005). *The psychological capital of Chinese workers: Exploring the relationship with performance*. *Management and Organization Review* 1 (2): 247-269.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2006). *Psychological capital: Developing the human competitive edge*. Oxford, UK: Oxford University Press.
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33(3), 321-349. doi: 10.1177/0149206307300814.
- Lyrantzis, C. (1984). *Political Parties in Post-junta Greece: A case of 'bureaucratic clientelism'?* In: *West European Politics*, vol. 7.
- Macaskill, A., Maltby, J., & Day, L. (2002). Forgiveness of self and others and emotional empathy. *The Journal of social psychology*, 142(5), 663-665.
- Machlowitz, M. (1980). *Workaholics: Living with Them, Working with Them*. Reading, MA: Addison-Wesley.
- Machlowitz, M. (1985). *Workaholics: Living with them, working with them*. Reading, MA: Addison-Wesley.
- MacIntyre, A. (1984). *After Virtue: A Study in Moral Theory (2nd Ed.)*. Notre Dame, IN: University of Notre Dame Press.
- MacKinnon, D. (2000). Contrasts in multiple mediator models. In J. S. Rose & L. Chassin (Eds.), *Multivariate Applications in Substance Use Research: New Methods for New Questions* (pp. 141-160). Mahwah, NJ: Erlbaum.
- Magee, J. C., Galinsky, A. D., & Gruenfeld, D. H. (2007). Power, propensity to negotiate, and moving first in competitive interactions. *Personality and Social Psychology Bulletin*, 33(2), 200-212. doi: 10.1177/0146167206294413.
- Magnini, V., Kara, D., Crotts, J. & Zehrer, A. (2012). Culture and service-related positive disconfirmation, *Journal of Vacation Marketing*, Vol. 18, 251-257.
- Malik, K. (2013). *Human Development Report 2013. The rise of the South: Human progress in a diverse world*.
- March, J. & Olsen, J. (1995). *Democratic Governance*. New York: The Free Press.
- Margulies, N., & Black, J. (1987). *Perspectives on the implementation of participative programs*. *Human Resource Management Journal*, 16: 385-412.
- Margulies, N., & Black, S. (1987). Perspectives on the implementation of participative approaches. *Human Resource Management*, 26(3), 385-412. DOI: 10.1002/hrm.3930260306.
- Masten, A. & Reed, M. (2002) *Resilience in development*. *Handbook of positive psychology*, New York: Oxford University Press, pp. 74-88.
- Matthews, B., & Halbrook, M. (1990). *Adult children of alcoholics: Implications for career development*. *Journal of Career Development*, 16, 261-268.

- Mauno, S., & Kinnunen, U. (1999). The effects of job stressors on marital satisfaction in Finnish dual-earner couples. *Journal of Organizational Behavior*, 20, 879–895. McMillan, L. H. W., O'Driscoll, M. P., & Brady, E. C.
- Mauss, I. B., Shallcross, A. J., Troy, A. S., John, O. P., Ferrer, E., Wilhelm, F. H., & Gross, J. J. (2011). Don't hide your happiness! Positive emotion dissociation, social connectedness, and psychological functioning. *Journal of personality and social psychology*, 100(4), 738. doi: 10.1037/a0022410.
- Mayer, R., and Gavin, M. (2005), 'Trust in Management and Performance: Who Minds the Shop While Employees Watch the Boss?' *The Academy of Management Journal*, 48, 874–888.
- Mayer, R.C., Davis, J.H., and Schoorman, F.D. (1995), 'An Integrative Model of Organizational Trust,' *Academy of Management Review*, 20, 709–734.
- Mayer, R.C., and Davis, J.H. (1999), 'The Effect of the Performance Appraisal System on Trust for Management: A Field Quasi Experiment,' *Journal of Applied Psychology*, 84, 123–136.
- Mazzola, J. & Schonfeld, I., Spector, P. (2011). *What Qualitative Research has Taught about Occupational Stress*, *Stress and Health*, 27:93-110. doi: 10.1002/smi.1386.
- McCullough, M. and Witvliet, C. (2002). *The Psychology of Forgiveness*, Oxford University Press, London.
- McCullough, M. E., & Witvliet, C. V. (2002). The psychology of forgiveness. *Handbook of positive psychology*, 2, 446-455.
- McCullough, M. E., Fincham, F. D., & Tsang, J. A. (2003). Forgiveness, forbearance, and time: the temporal unfolding of transgression-related interpersonal motivations. *Journal of Personality and Social Psychology*, 84(3), 540.
- McGrath, J. (1970). *Social and psychological factors in stress*. (Ed.) New York: Holt, Rinehart and Winston. doi: 10.1037/0033-2909.98.2.310.
- McGrath, J.E. (1976). *Stress and behaviour in organizations*. In: M.D. Dunnette (Ed.) *Handbook of Industrial and Organisational Psychology* (Chicago, Rand MacNally), pp. 1351-1395.
- McGregor, D. M. (1957). *The human side of enterprise*. *Management Review* (November): 22-28. Reprinted from the Proceedings of the Fifth Anniversary Convocation of the School of Industrial Management, MIT, April 9, 1957.
- McKay, D. (2013). *American politics and society*. John Wiley & Sons.
- Meichenbaum, D. (1972). *Cognitive-Behavior Modification: An Integrative Approach*. Library of Congress Cataloging in Publication Data.
- Messer, S. (1972). *The relation of internal-external control to academic performance*. *Child Devel*, 43, 1456-1462.

- Michaelis, B., Stegmaier, R., & Sonntag, K. (2009). Affective commitment to change and innovation implementation behavior: The role of charismatic leadership and employees' trust in top management. *Journal of Change Management*, 9(4), 399-417. doi: 10.1080/14697010903360608.
- Michelson, G., Van Iterson, A., & Waddington, K. (2010). Gossip in organizations: Contexts, consequences, and controversies. *Group & Organization Management*. doi: 10.1177/1059601109360389.
- Miller, K. I., & Monge, P. R. (1986). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of management Journal*, 29(4), 727-753. doi: 10.2307/255942.
- Millward, L. (2005). Understanding occupational and organizational psychology. Thousand Oaks, California: Sage Publications.
- Minirth, F., Meier, P., Wichern, F., Brewer, B. and Skipper, S. (1981). *The Workaholic and his Family*. Grand Rapids, MI: Baker Book House.
- Ministério da Economia e do Emprego (2011). *Plano Estratégico dos Transportes – Mobilidade Sustentável*. Governo de Portugal. Retrieved from http://www.portugal.gov.pt/media/152472/pet_mobilidade_sustentavel_rcm.pdf
- Ministério das Finanças e da Administração Pública (2010). *Programa de Estabilidade e Crescimento 2010 – 2013*. República Portuguesa.
- Mintzberg, H., & Westley, F. (1992). Cycles of organizational change. *Strategic management journal*, 13(S2), 39-59. doi: 10.1002/smj.4250130905.
- Mizrahi, S., Vigoda-Gadot, E. & Cohen, N. (2009). Trust, Participation, and Performance in Public Administration-Na Empirical Examination of Health Services in Israel, *Public Performance & Management Review*, Vol. 33, Nº 1, 7-33.
- Morris, S. and Charney, N. (1983, June 18). *Workaholism: Thank God it's Monday*. *Psychology Today*: 88.
- Mosier, S.K. (1983). *Workaholics: an analysis of their stress, success and priorities*. Unpublished Master's thesis, University of Texas at Austin.
- Mruk, C. J. (2006). Self-esteem research, theory, and practice: Toward a positive psychology of self-esteem. New York: Springer.
- Murphy, L. R. (1996) Stress management in work settings: a critical review of the health effects, *American Journal of Health Promotion* 11: 112-135.
- Murphy, L. R. and Cooper, C. L. (2000) Models of healthy work organisations, in L. R. Murphy and C. L. Cooper (eds) *Healthy and Productive Work: An International Perspective*, London: Taylor & Francis.
- Murphy, K. & Davidhofer, C. (1988). *Psychological Testing: Principles and Applications*. Englewood Cliffs, NJ, Prentice Hall.

- Nachtigall, C., Kroehne, U., Funke, F. & Steyer, R. (2003). (Why) Should We Use SEM? Pors and Cons of Structural Equation Modeling, *Methods of Psychological Research Online*, Vol. 8 (2), 1-22.
- Nagy, S. (1985). *Burnout: A comparative analysis of personality and environmental variables*. *Psychological Reports*, 57, 1319-1326.
- Nasim, S., & Sushil. (2011). Revisiting organizational change: exploring the paradox of managing continuity and change. *Journal of Change Management*, 11(2), 185-206. doi: 10.1080/14697017.2010.538854.
- Naswall K, Hellgren J, Sverke M. (2008). *The individual in the changing working life*, 1st edn. Cambridge: Cambridge University Press.
- Naughton, T. J. (1987). *A conceptual view of workaholism and implications for career counseling and research*. *The Career Development Quarterly*, 35, 180-187.
- Neff, K. D., Kirkpatrick, K. L., & Rude, S. S. (2007). Self-compassion and adaptive psychological functioning. *Journal of research in personality*, 41(1), 139-154.
- Nelson, L. (2003). A case study in organisational change: implications for theory. *Learning Organization, The*, 10(1), 18-30. doi: 10.1108/09696470310457478.
- Nelson, D., & Cooper, C. (Eds.). (2007). *Positive organizational behavior: Accentuating the positive at work*. Thousand Oaks, CA: Sage.
- Neves, P. (2012). Organizational cynicism: Spillover effects on supervisor–subordinate relationships and performance. *The Leadership Quarterly*, 23(5), 965-976. doi: 10.1016/j.leaqua.2012.06.006.
- Neves, P., & Eisenberger, R. (2012). Management communication and employee performance: The contribution of perceived organizational support. *Human Performance*, 25(5), 452-464. doi: 10.1080/08959285.2012.721834
- Newell, S. (2002). *Creating the healthy organization: Well-being, diversity & ethics at Work*. London: Thomson Learning.
- Ng, T. W. H., Sorensen, K. L., & Eby, L. (2006). Locus of control at work: A meta-analysis. *Journal of Organizational Behavior*, 27, 1057–1087.
- Ng, T. W. H., Sorensen, K. L., & Feldman, D. C. (2007). Dimensions, antecedents, and consequences of workaholism: A conceptual integration and extension. *Journal of Organizational Behavior*, 28, 111-136.
- Niessen, C., Swarowsky, C. & Leiz, M. (2010). Age and adaptation to changes in the workplace, *Journal of Managerial Psychology*, Vol. 25 (4), p. 356-383. doi: 10.1108/02683941011035287.
- Ning, J., & Jing, R. (2012). Commitment to change: Its role in the relationship between expectation of change outcome and emotional exhaustion. *Human Resource Development Quarterly*, 23(4), 461-485. doi: 10.1002/hrdq.21149.

- Noblet, A. & Rodwell, J. (2008). *Integrating Job Stress and Social Exchange Theories to Predict Employee Strain in Reformed Public Sector Contexts*, *Journal of Public Administration Research and Theory*, 19(3): 555-578. doi:10.1093/jopart/mun019.
- Nordin, N. (2011). The Influence Of Emotional Intelligence, Leadership Behaviour And Organizational Commitment On Organizational Readiness For Change In Higher Learning Institution. *Procedia-Social and Behavioral Sciences*, 29, 129-138. doi: 10.1016/j.sbspro.2011.11.217.
- Norem, J. K. and E. C. Chang (2002). *The positive psychology of negative thinking*. *Journal of Clinical Psychology* 58: 993-1001.
- Norem, J. K., Ed. (2001). *The Positive Power of Negative Thinking*. New York, Basic Books.
- Nunnally, J. C. (1994). *Psychometric theory* (3rd Ed.). New York: McGraw-Hill.
- Nussbaum, M. 2001. *Upheavals of Thought: The Intelligence of the Emotions*, Cambridge: Cambridge University Press.
- Oates, W. (1971). *Confessions of a Workaholic: the Facts about Work Addiction*. New York: World.
- OECD (2004). *Principles of Corporate Governance*. Organisation for Economic Co-operation and Development. OECD Publications Service. France.
- OECD, Organisation for economic co-operation and development (1996). *Putting Citizens first: Portuguese Experience in Public Management Reform*. Public Management Occasional Papers N.º 13. Paris, France.
- Oliver, R. (1980). *A cognitive model of the antecedents and consequences of satisfaction decisions*. *J. Marketing Res.* 17, 460-469.
- Olsen O., Albertsen K., Nielsen M., Poulsen K., Gron S., Brunnberg H. (2008). Workplace restructurings in intervention studies – a challenge for design, analysis and interpretation. *BMC Med Res Methodol*; 8:39.
- Oman, D., Shapiro, S. L., Thoresen, C. E., Plante, T. G., & Flinders, T. (2008). Meditation lowers stress and supports forgiveness among college students: A randomized controlled trial. *Journal of American College Health*, 56(5), 569-578. DOI: 10.3200/JACH.56.5.569-578.
- Oreg, S., Vakola, M., & Armenakis, A. (2011). Change recipients' reactions to organizational change A 60-year review of quantitative studies. *The Journal of Applied Behavioral Science*, 47(4), 461-524. doi: 10.1177/0021886310396550
- Orlikowski, W. J. (1996). Improvising organizational transformation over time: A situated change perspective. *Information systems research*, 7(1), 63-92. doi.org/10.1287/isre.7.1.63.
- Pace, A. (2010). *Unleashing positivity in the workplace*. American Society of Training and Development, January, 2010.

- Pace, L., & Suojanem, W. W. (1988). *Addictive type A behaviour undermines employee involvement*. *Personnel Journal*, 67, 36-42.
- Pace, T. W., Negi, L. T., Adame, D. D., Cole, S. P., Sivilli, T. I., Brown, T. D., ... & Raison, C. L. (2009). Effect of compassion meditation on neuroendocrine, innate immune and behavioral responses to psychosocial stress. *Psychoneuroendocrinology*, 34(1), 87-98.
- Palanski, M., & Yammarino, F. J. (2007). Integrity and leadership: Clearing the conceptual confusion. *European Management Journal*, 25, 171-184.
- Palanski, M. & Yammarino, F. (2009). Integrity and Leadership: A multi-level conceptual framework, *The Leadership Quarterly*, Vol. 20, 405-420.
- Panteli, N., & Sockalingam, S. (2005). Trust and conflict within virtual inter-organizational alliances: A framework for facilitating knowledge sharing. *Decision Support Systems*, 39, 599-617.
- Parmenter, D. (2010). *Key performance indicators (KPI): developing, implementing, and using winning KPIs*. John Wiley & Sons.
- Park, N. & Peterson, C. (2003). *Virtues and Organizations*. In Cameron, K., Dutton, J. & Quinn, R. (Eds.), *Positive organizational scholarship*, San Francisco: Berrett-Koehler.
- Parkes, K. (1986). *Coping with Stressful Episodes: The Role of Individual Differences, Environmental Factors and Situational Characteristics*. *Journal of Personality and Social Psychology* 51: 1277-1292.
- Parry, K. W., & Proctor-Thomson, S. B. (2002). Perceived integrity of transformational leaders in organisational settings. *Journal of Business Ethics*, 35, 75-96.
- Payne, R. L., & Cooper, C. L. (2001). *Emotions at work: Theory, research and applications in management*. New York: John Wiley.
- Payne, R., & Clark, M. (2003). Dispositional and situational determinants of trust in two types of managers. *International Journal of Human Resource Management*, 14(1), 128-138. doi: 10.1080/09585190210158556.
- Peale, N. (1956). *The power of positive thinking*. Englewood Cliffs, NJ: Prentice-Hall.
- Pearce, J. A., Robbins, D. K., & Robinson, R. B. (1987). The impact of grand strategy and planning formality on financial performance. *Strategic Management Journal*, 8(2), 125-134. doi: 10.1002/smj.4250080204
- Peiró, J. M. & Salvador, A. (1993). *Control del estrés laboral*. Madrid: Eudema.
- Peterson & Seligman (2003). *Positive Organizational Studies: Lessons from Positive Psychology*. In Cameron et al. (Eds), *Positive Organizational Scholarship*, San Francisco: Berrett-Koehler.
- Peterson, C. (2000). *The future of optimism*. *American Psychologist*, 55(1), 44-55.
- Peterson, C. (2006). *A primer in positive psychology*. New York: Oxford University Press.

- Peterson, C. (2013). *Pursuing the good life: 100 reflections on positive psychology*. New York: Oxford University Press.
- Peterson, C. and E. C. Chang (2003). *Optimism and flourishing. Flourishing: Positive psychology and the life well-lived*. C. Keyes and J. Haidt. Washington, America Psychological Association.
- Peterson, C., & Vaidya, R. S. (2001). *Explanatory style, expectations, and depressive symptoms*. *Personality and individual differences*, 31, 1217-1223.
- Peterson, D. (2004). Perceived leader integrity and ethical intentions of subordinates. *Leadership & Organization Development Journal*, 25, 7-23.
- Petrick, J. A., & Quinn, J. F. (2000). The integrity capacity construct and moral progress in business. *Journal of Business Ethics*, 23, 3-18.
- Pettigrew, A. M. (2000). Linking change processes to outcomes. *Breaking the code of change*, 243-265.
- Pettigrew, A. M., Woodman, R. W., & Cameron, K. S. (2001). Studying organizational change and development: Challenges for future research. *Academy of management journal*, 44(4), 697-713. doi: 10.2307/3069411.
- Phares, E. (1976). *Locus of control in personality*. Morristown N.J.: General learning Press.
- Pietropinto, A. (1986). *The workaholic spouse. Medical Aspects of Human Sexuality*. 20, 89-96.
- Pirisi, A. (2000). *Forgive to live*. *Psychology Today*, Jul/Aug 2000, Vol. 33, Issue 4, p. 26.
- Podger, A. S. (2004). Innovation with integrity—the public sector leadership imperative to 2020. *Australian Journal of Public Administration*, 63(1), 11-21. DOI: 10.1111/j.1467-8500.2004.00355.x
- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor–hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 92, 438–454.
- Pollitt, C. (2013). *40 years of public management reform in UK central government - promises, promises...* modified version of a paper presented at the Policy and Politics Conference, Bristol, September 2012 (available from the author on request).
- Pollitt, C., & Bouckaert, G. (2011). *Public management reform: A comparative analysis-new public management, governance, and the Neo-Weberian state*. Oxford University Press.
- Pollitt, C., Girre, X., Lonsdale, M. R., Summa, H. and Waerness, M. (1999). *Performance or Compliance? Performance Audit and Public Management in Five Countries*. Oxford: Oxford University Press.
- Portaria n.º 83-A/2009 de 22 de Janeiro. *Diário da República n.º 15 – 1ª Série*. Ministério das Finanças e da Administração Pública. Lisboa.

- Porter, G. (1996). *Organizational impact of workaholism: suggestions for researching the negative outcomes of excessive work*. *Journal of Occupational Health Psychology*, 1, 70-84.
- Porter, M. E. (1997). *New strategies for Inner-City Economic Development*. *Economic Development Quarterly*, 11, n. °1.
- Posner, R. (1978). *The Right of Privacy*. *Georgia Law Review* 12 (3): 393-422.
- Presidência do Conselho de Ministros. *Programa do XVII Governo Constitucional 2005-2009*. Retrieved from <http://www.portugal.gov.pt>
- Priya, A. , Mahato , J. , Mishra, D. & Shukla, P. N. (2007). Job Stress, Personality Variables & Coping Strategies of Employees, *Industrial Psychiatry Journal*. 16 (2), 73-76.
- Pugh, D.S. (1993) Understanding and managing organizational change, in: C. Mabey and B. Mayon-White (eds) *Managing Change*, 2nd edn (London: The Open University/Chapman).
- Putnam, R. D. (2000). *Bowling alone: The collapse and revival of American community*. New York: Simon & Schuster.
- Putnam, R. D., Ed. (1993). *Making Democracy Work*. Princeton, N.J., Princeton University Press.
- Quick, J. C., Quick, J. D., Nelson, D. L. and Hurrell, J. J. Jr. (1997). *Preventive Stress Management in Organizations*. Washington, DC: American Psychological Association. (Original work published in 1984 by J. C. Quick and J. D. Quick.)
- Rafferty, A. & Griffin, M. (2006). Perceptions of Organizational Change: A Stress and Coping Perspective, *Journal of Applied Psychology*, Vol. 91, N° 5, 1154-1162. doi: 10.1037/0021-9010.91.5.1154.
- Rainey, H. G., & Bozeman, B. (2000). Comparing public and private organizations: Empirical research and the power of the a priori. *Journal of public administration research and theory*, 10(2), 447-470.
- Ragins, B.R., & Dutton, J.E. (2007). Positive relationships at work: An introduction and invitation. In J.E. Dutton, & B.R. Ragins (Eds.), *Exploring positive relationships at work: Building a theoretical and research foundation* (p. 3-25). Mahwah, NJ: Lawrence Erlbaum Associates.
- Rappaport, A. (2006) 10 ways to create shareholder value. *Harvard Business Review* 84(9), 66–77.
- Rees, D. & Cooper, C. (1992). *The occupational stress indicator locus of control scale: Should this be regarded as a state rather than trait measure?* *Work and stress*, January-March: 45-48.
- Rego, A. & Pina e Cunha, M. (2005). *Workplace Spirituality and Organizational Commitment: An Empirical Study*. *Journal of Organizational Change Management* 21 (1). P 53-75.

- Reisz, G. (2004). *Socialdemocracy and Solidarity?* 19 January in *Vorgänge* (4/2004), 56- 64. Resolução do Conselho de Ministros n.º 124/2005. *Diário da República n.º 149 – I Série-B*. Ministério da Administração Interna. Lisboa.
- Resolução do Conselho de Ministros n.º 162/2007. *Diário da República n.º 197 – 1ª Série*. Lisboa.
- Resolução do Conselho de Ministros n.º 39/2006. *Diário da República n.º 79 – 1ª Série B*. Lisboa.
- Ribeiro, I. S. (1998). *Mudanças no desempenho e na estrutura cognitiva das aptidões: Contributos para o estudo da diferenciação cognitiva em jovens*. Braga: CEEP.
- Ribeiro, N. & Cunha, M., Rego, A. (2013). *A Virtude nas Organizações*, Publicações Sinais do Fogo.
- Ringer, R. C., & Boss, R. W. (2000). Hospital professionals' use of upward influence tactics. *Journal of Managerial Issues*, 12, 92–108.
- Ritchie, J. B., & Miles, R. E. (1970). An analysis of quantity and quality of participation as mediating variables in the participative decision making process. *Personnel Psychology*, 23(3), 347-359. doi: 10.1111/j.1744-6570.1970.tb01661.x.
- Ritz, A. (2009). Public Service motivation and organizational performance in Swiss federal Government. *International Review of Administrative Sciences*, Nº 75, 53-78.
- Robbins, A. S., Spence, J. T., & Clark, H. (1991). *Psychological determinants of health and performance: The tangled web of desirable and undesirable characteristics*. *Journal of Personality and Social Psychology*, 61, 755-765.
- Robbins, S., Ed. (1998). *Organizational Behavior - Concepts, Controversies, Applications*. New Jersey, Prentice Hall.
- Roberts, L. (2006). Shifting the lens on organizational life: The added value of positive scholarship. *Academy of Management Review*, 31, 292-305. doi: 10.5465/AMR.2006.20208681.
- Roberts, R. 2003. *Emotions: An Essay in Aid of Moral Psychology*, Cambridge: Cambridge University Press.
- Robinson J., Shaver P. & Wrightsman L. (1991). *Measures of personality and social psychological attitudes*. San Diego: Academic Press.
- Robinson, B. E. (1989). *Work addiction*. Deerfield Beach, FL: Health Communications.
- Robinson, B. E. (2000). Workaholism: Bridging the gap between workplace, socio-cultural, and family research. *Journal of Employment Counseling*, 37(1), 31-47.
- Robinson, B. E., & Post, P. (1995). *Work addiction as a function of family of origin and its influence on current family functioning*. *The Family Journal*, 3, 200-206.
- Robinson, B.E. (1990). *Workaholic kids*. *Adolescent Counselor*, 2, 24-47.

- Robinson, B.E. (1996). *Concurrent validity of the Work Addiction Risk Test*. Psychological Reports, 79, 1313-1314.
- Robinson, B.E. (1997). *Work addiction: Implications for EAP Counseling and research*. Employee Assistance Quarterly, 12, 1-13.
- Robinson, B.E. (1998). *Chained to the Desk: a Guidebook for Workaholics, their Partners and Children and the Clinicians who Treat Them*. New York: NYU Press.
- Robinson, B.E. (1999). *Spouses of workaholics: clinical implications for psychotherapy*. Psychotherapy.
- Robinson, B.E. and Kelley, L. (1998). *Adult children of workaholics: self-concept, anxiety, depression, and locus of control*. American Journal of Family Therapy, 26, 35-50.
- Robinson, B.E. and Rhoden, L. (1998). *Working with Children of Alcoholics: the Practitioner's Handbook, 2nd edition*. Beverly Hills, CA: Sage Publications.
- Robinson, S.L. (1996), 'Trust and Breach of the Psychological Contract,' Administrative Science Quarterly, 41, 574–599.
- Rocha, J. O. (1986). *Gestão Pública e Modernização Administrativa*. Oeiras: Instituto Nacional de Administração.
- Rodriguez, I., Bravo, J. M., & Peiro, J. M. (2001). *The demands-control-support model, locus of control, and job dissatisfaction: A longitudinal study*. Work & Stress, 15(2), 97-114.
- Rosenblatt, Z., & Ruvio, A. (1996). *A test of a multidimensional model of job insecurity: The case of Israeli teachers*. Journal of Organizational Behavior, 17, 587-605.
- Rotter, J. (1954). *Social learning and clinical psychology*. New York: Prentice-Hall.
- Rotter, J. (1966). *Generalized expectancies for internal versus external control of reinforcement*. Psychological Monographs, 80 (1, Whole N° 609).
- Rotter, J. (1971). "Influence in the Organization", Psychology Today, June, p. 42.
- Rotter, J. (1975). *Some problems and misconceptions related to the construct of internal versus external control of reinforcement*. Journal of Consulting.
- Rouse, J. (1993). *Resource and performance management in public services organizations*. In Isaac-Henry, K., Painter, C. and Barnes, C. (Eds). *Management in the Public Sector, Challenge and Change*, Chapham & Hall, London, ch. 4, pp. 59-76.
- Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Thousand Oaks, CA: Sage.
- Rousseau, D. M., S. B. Sitkin, et al.. (1998). *Not so Different After All: A Cross-Discipline View of Trust*. Academy of Management Review 23(3): 393-404.
- Rubin, E. V. 2009. The role of procedural justice in public personnel management: Empirical results from the department of defense. Journal of Public Administration Research and Theory 19 (1): 125–43.

- Ruvio, A. & Rosenblatt, Z. (1999). *Job insecurity among Israeli schoolteachers: Sectoral profiles and organizational implications*. *Journal of Educational Administration*, 37 (2).
- Saadat, M., Ghasemzadeh, A., Karami, S., & Soleimani, M. (2012). Relationship between self-esteem and locus of control in Iranian University students. *Procedia-Social and Behavioral Sciences*, 31, 530-535. DOI: 10.1016/j.sbspro.2011.12.099.
- Sandage, S & Hill, P. (2001). *The virtues of positive psychology: The rapprochement and challenges of the affirmative postmodern perspective*. *Journal for the Theory of Social Behavior*, 31, 241-260. doi: 10.1111/1468-5914.00157.
- Sandino, T. (2007) Introducing the first management control systems: Evidence from the retail sector. *The Accounting Review* 82(1), 265–293.
- Schaeff, A.W. and Fassel, D. (1988). *The Addictive Organization*. San Francisco, CA: Harper & Row.
- Schafer, W. & McKenna, J. (1991). *Perceived energy and stress resistance: A study of city managers*. *Journal of Social Behavior and Personality*, June: 271-282.
- Schaufeli, W. B., Bakker, A. B., Van der Heijden, F. M. M. A., & Prins, J. T. (2009). Workaholism among medical residents: It is the combination of working excessively and compulsively that counts. Gaining the insight of workaholism, its nature and its outcome: A literature review, *International Journal of Stress Management*, 16, 249-272.
- Schaufeli, W. B., Shimazu, A., & Taris, T. W. (2009). Being driven to work excessively hard: the evaluation of a two-factor measure of workaholism in the Netherlands and Japan. *Cross-Cultural Research*, 43, 320-348.
- Schaufeli, W. B., Taris, T. W., & Bakker, A. B. (2006). Dr. Jekyll and Mr. Hyde: On the differences between work engagement and workaholism. In R. Burke (Ed.), *Work hours and work addiction* (pp. 193–252). Northampton, MA: Edward Elgar.
- Schaufeli, W. B., Taris, T. W., & Bakker, A. B. (2008a). It takes two to tango: Workaholism is working excessively and working compulsively. In R. J. Burke & C. L. Cooper (Eds.), *The long work hours culture. Causes, consequences and choices* (pp. 203–226). Bingley, UK: Emerald.
- Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008b). Workaholism, burnout, and engagement: Three of a kind or three different kinds of employee well-being. *Journal of Applied Psychology: An International Review*, 57, 173-203. Doi: 10.1111/j.1464-0597.2007.00285.x.
- Scheck CL, Kinicki AJ. (2000). Identifying antecedents of coping with an organizational acquisition: A structural assessment. *Journal of Organizational Behavior*, 21, 627– 648. doi: 10.1002/1099-1379(200009).

- Scheier, M. F., C. S. Carver, et al.. (1994). *Distinguishing optimism from neuroticism (and trait anxiety, self-mastery, and self-esteem): A reevaluation of the life orientation test*. *Journal of Personality and Social Psychology* 67: 1063-1078.
- Scheier, M. F., K. A. Matthews, et al.. (1989). *Dispositional optimism and recovery from coronary artery bypass surgery: The beneficial effects on physical and psychological well-being*. *Journal of Personality and Social Psychology* 57: 1024-1040.
- Schein, E. H. (2006). *Organization development: a Jossey-Bass reader* (Vol. 4). J. Gallos (Ed.). John Wiley & Sons.
- Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Schermerhorn, J., Hunt, J., and Osborn, R. (2003), *Organizational Behavior*, 8th Edition, John Wiley & Sons.
- Schleicher, D. J., Watt, J. D., and Greguras, G. J., (2004), "Re-examining the Job Satisfaction-performance Relationship," *Journal of Applied Psychology*, 89.1, pp.165 - 77.
- Schor, J. B., Ed. (1991). *The Overworked American: The Unexpected Decline of Leisure*. New York, Basic Books.
- Schurr, P. H. and J. L. Ozanne (1985). *Influences on Exchange Processes: Buyers' Preconceptions of a Seller's Trustworthiness and Bargaining Toughness*. *Journal of Consumer Research* 11(4): 939-53.
- Schwenk, C. & Cosier, R. (1993). *Effect of consensus and devil's advocacy on strategic decision making*. *Journal of Applied Social Psychology*, 23: 126-139.
- Scott, K. S., Moore, K. S., & Miceli, M. P. (1997). An exploration of the meaning and consequences of workaholism. *Human Relations*, 50, 287-314.
- Seaman M. & Evans, J. (1962). *Alienation and learning in a hospital setting*. *American Sociological Review*, 27, 722-783.
- Searle, R., Hartog, D., Weibel, A., Gillespie, N., Six, F., Hatzakis, T & Skinner, D. (2011). Trust in the employer: the role of high-involvement work practices and procedural justice in European organizations, *The International Journal of Human Resource Management*, Vol. 22, N° 5, 1069-1092.
- Seaward, B.L. (2005). *Managing stress: Principles & strategies for health & well-being*. Sudbury, Massachusetts: Jones & Bartlett Publishers.
- Sekaran, U. (2003). *Business Research Methods-A Skill Building Approach*, John Wiley & Sons, 4th edition.
- Seligman, A. B., Ed. (1997). *The Problem of Trust*. Princeton, N.J., Princeton University Press.
- Seligman, M. & Csikszentmihalyi, M. (2000) *Positive Psychology: An introduction*. *American Psychologist* 55, 5-14. doi: 10.1037/0003-066X.55.1.5.

- Seligman, M. (2002). *Positive psychology, positive prevention, and positive therapy*. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of Positive Psychology*, (pp. 3-9). New York: Oxford University Press.
- Seligman, M. (2006). *Positive Psychology*, *American Psychologist*, Nov, 774-788.
- Seligman, M. E. P., Ed. (1998). *Learned optimism*. New York, Pocket Books.
- Seligman, M., Schulman, P., DeRubeis, R. & Hollon, S. (1999). *The prevention of depression and anxiety, Prevention and Treatment*. *American Psychologist*, 55, pp. 5-14.
- Senge, P.M. (1990) The leader's new work: building learning organizations, *Sloan Management Review*, 32(1), pp. 7–23.
- Serra, A. V. (1999). *O stress na vida de todos os dias*. Coimbra: Edições do Autor.
- Seybold, K. S., Hill, P. C., Neumann, J. K., & Chi, D. S. (2001). Physiological and psychological correlates of forgiveness. *Journal of Psychology and Christianity*.
- Seybold, K.C. and Salomone, P.R. (1994). *Understanding workaholism: a view of causes and counseling approaches*. *Journal of Counseling and Development*, 73, 4-9.
- Shaw, P. (2002). *Changing Conversations in Organizations: A Complexity Approach to Change*. London and New York: Routledge
- Shields, John. 2007. *Managing Employee Performance and Reward: Concept, Practices, Strategies*. New York: Cambridge University Press.
- Shimazu, A., Demerouti, E., Bakker, A. B., Shimada, K., & Kawakami, N. (2011). Workaholism and well-being among Japanese dual-earner couples: A spillover-crossover perspective. *Social Science and Medicine*, 73, 399-409.
- Shimazu, A., & Schaufeli, W. B. (2009). Is workaholism good or bad for employee well-being? The distinctiveness of workaholism and work engagement among Japanese employees. *Industrial Health*, 47, 495-502.
- Shimazu, A., Schaufeli, W. & Taris, T. (2010). How does Workaholism Affect Worker Health and Performance? The Mediating Role of Coping, *Int. J. Behav. Med.*, Vol. 17, 154-160.
- Shin, J., Taylor, M. S., & Seo, M. G. (2012). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal*, 55(3), 727-748. : doi: 10.5465/amj.2010.0325.
- Sigal, J., L. Hsu, et al.. (1988). *Factors Affecting Perceptions of Political Candidates Accused of Sexual and Financial Misconduct*. *Political Psychology* 9(2): 273-80.
- Simmons, B., Gooty, J., Nelson, D. & Little, L. (2009). Secure attachment: implications for hope, trust, burnout, and performance, *Journal of Organizational Behavior*, Vol. 30, 233-247.

- Simon, H. (1947/1997). *Administrative Behavior*. A Study of decision-Making Process in Administrative Organizations, 4th Ed. New York: The Free Press.
- Simons, Irwin, et al.. (1987). *The Search for understanding*, West Publishing.
- Simons, T. L. (1999). Behavioral integrity as a critical ingredient for transformational leadership. *Journal of Organizational Change Management*, 12, 89–104.
- Simons, T. L. (2002). Behavioral integrity: The perceived alignment between managers' words and deeds as a research focus. *Organization Science*, 13, 18–35.
- Simons, T. L., Friedman, R., Liu, L. A., & McLean-Parks, J. (2007). Racial differences in sensitivity to behavioral integrity: Attitudinal consequences, in-group effects,
- Smith, C., Steinke, J. & Distefano, M. (1973). *Perceived locus of control and future outlook among psychiatric patients*. *J. Community Psychol.*, 1, 40-42.
- Smollan, R. (2006). Minds, Hearts and Deeds: Cognitive, Affective and Behavioural Responses to change, *Journal of Change Management*, Vol. 6, N° 2, 143-158.
- Snyder, H. S., Shorey, H. S., Cheavens, J., Pulvers, K. M., Adams, V. H., III, & Wiklund, C. (2002). *Hope and academic success in college*. *Journal of Educational Psychology*, 94, 820–826.
- Snyder, C. R. (2010). *Positive psychology: The scientific and practical explorations of human strengths*. Sage Publications.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. In S Leinhardt (Ed.), *Sociological Methodology 1982* (pp. 290-312). Washington, DC: American Sociological Association. doi: 10.1111/j.1467-9280.2007.01882.x.
- Sohi, R. (1996). *The Effects of Environmental Dynamism and Heterogeneity on Salespeople's Role Perceptions, Performance and Job Satisfaction*. *European Journal of Marketing*, July, 30, 7, pp. 49-67. doi: 10.1108/03090569610123816.
- Solomon, R. C. and F. Flores: 2003, *Building Trust: In Business, Politics, Relationships, and Life* (Oxford University Press, New York).
- Sotiropoulos, D. (2004). *Formal weakness and informal strength: civil society in contemporary Greece*. Discussion Paper 16. London: LSE Hellenic Observatory.
- Sotiropoulos, D. (2006). *Old problems and new challenges: The enduring and changing functions of the southern European state bureaucracies*. In R. Gunther, P. N. Diamandouros and D. Sotiropoulos (Eds), *Democracy and the state in the new southern Europe* (pp 197-234). New York: Oxford University Press.
- Spanou, C. (1996). *Penelope's Suitors: Administrative Modernisation and Party Competition in Greece*. In: *West European Politics*, vol. 19.
- Spanou, C. (2001). *Representing Greece in Brussels: Kassim, H. (Ed), The National Coordination of EU Policy*. Oxford: Oxford U.P.

- Spector, P. E. (1982). Behavior in organizations as a function of employee's locus of control. *Psychological Bulletin*, 91, 482–497.
- Spector, P. E. (2006). Method variance in organizational research truth or urban legend?. *Organizational research methods*, 9(2), 221-232. doi: 10.1177/1094428105284955.
- Spence, J., & Robbins, A. (1992). *Workaholics: Definition, measurement, and preliminary results*. *Journal of Personality Assessment*, 58, 160-178. doi: 10.1207/s15327752jpa5801_15.
- Sprinkle, J.K. and Ebel, H. (1987). *The Workaholic Syndrome*. New York: Walker.
- Spreng, R. A., MacKenzie, S. B. and Olshavsky, R. W. (1996). *A re-examination of the determinants of consumer satisfaction*. *Journal of Marketing*, Vol. 60, July, pp. 15-32.
- Spruell, G. (1987). *Work fever*, *Training and Development Journal*, 2, 47.
- Srivastava, S. (2009). Locus of Control as a moderator for relationship between organizational role stress and managerial effectiveness, *The Journal of Business Perspective*, Vol. 13, N° 4
- St. Yves, A., Freeston, F., Godbout, F. & Poulin, I. (1989). *Externality and burnout among dentists*. *Psychological Reports*, December: 755-758.
- Stacey, R. (2001). *Complex Responsive Processes*. In *Organisations*, London: Routledge.
- Stacey, R. (2003a). *Strategic Management and Organisational Dynamics: The Challenge of Complexity*. London: Prentice Hall, 4th edition.
- Stacey, R. Griffin, D. & Shaw, P. (2000). *Complexity and Management: Fad or Radical Challenge to Systems Thinking?* London: Routledge.
- Stamm, B. H. (2002). Measuring compassion satisfaction as well as fatigue: developmental history of the compassion satisfaction and fatigue test.
- Staw, B. M., Sutton, R. I., & Pelled, L. H. (1994). Employee positive emotion and favorable outcomes at the workplace. *Organization Science*, 5, 51-71. doi: 10.1287/orsc.5.1.51.
- Staw, B.M., Sandelands, L.E. & Dutton, J.E., (1981). *Threat-rigidity effects on organizational behavior*. *Administrative Science Quarterly*, v. 26, pp. 501-524.
- Stephens, J. P., Heaphy, E. D., Carmeli, A., Spreitzer, G. M., & Dutton, J. E. (2013). Relationship Quality and Virtuousness Emotional Carrying Capacity as a Source of Individual and Team Resilience. *The Journal of Applied Behavioral Science*, 49(1), 13-41. doi: 10.1177/0021886312471193.
- Stephens, A. and J. Wardle (2001). *Locus of Control and Health Behaviour revisited: A multivariate analysis of young adults from 18 countries*. *British Journal of Psychology* (92): 659-672.
- Stevens, C. K., & Gist, M. E. (1997). Effects of self-efficacy and goal orientation training on negotiation skill maintenance: what are the mechanisms?. *Personnel Psychology*, 50(4), 955-978. doi: 10.1111/j.1744-6570.1997.tb01490.x.

- Stevens, G. W. (2013). Toward a Process-Based Approach of Conceptualizing Change Readiness. *The Journal of Applied Behavioral Science*, 49(3), 333-360. doi: 10.1177/0021886313475479.
- Stevens, J. R. (1972). *Beware of the work addict*. *Management review*, vol. 61, no. 9, September 1972, pp. 49-50.
- Stiglitz, J. (2010) *Freefall: Free Markets and the Sinking of the Global Economy* (London: Allen Lane).
- Strutton, D. and J. T. Lumpkin (1993). "The Relationship Between Optimism and Coping Styles of Salespeople." *Journal of Personal Selling and Sales Management* 13(2): 71-83.
- Subirats, J. (1990). *Modernizing the Spanish Public Administration or Reform in Disguise*. Barcelona: Instituto de Ciencias Políticas y Sociales.
- Sushil (2009) Dual perspective of performance, *Global Journal of Flexible Systems Management*, 10(4), Editorial.
- Sutcliffe, K.M., & Vogus, T.J. (2003). *Organizing for Resilience*. In K. Cameron, J.E. Dutton, & R.E. Quinn (Eds.), *Positive Organizational Scholarship* (pp. 94-110). San Francisco: Berrett-Koehler Publishers.
- Swan, J. & Trawick, I. (1980). *Inferred and perceived disconfirmation in consumer satisfaction*. *Marketing in the 80's*. Proc. AMA Educators' conf. Chicago, IL, 97-101.
- Sztompka, P. (1999). *Trust: A sociological Theory*. Cambridge: Cambridge University Press.
- Tabassum, A. & Rahman, T. (2012). Gaining the insight of workaholism, its nature and its outcome: A Literature review, *International Journal of Research Studies in Psychology*, Vol. 2, Number 2, 81-92.
- Tamir, M. and M. D. Robinson (2004). *Knowing good from bad: The paradox of neuroticism, negative affect, and evaluative processing*. *Journal of Personality and Social Psychology* (87): 913-925.
- Taris TW, Schaufeli WB, Shimazu A. (2010). The push and pull of work: About the differences between workaholism and work engagement. In: Bakker AB, Leiter MP, editors. *Work engagement: a handbook of essential theory and research*. East Sussex: Psychology.
- Taylor, J. (2008) 'Organizational Influences, Public Service Motivation and Work Outcomes: An Australian Study', *International Public Management Journal* 11(1): 67-88.
- Taylor, S. E. (1990). *Health psychology: The science and the field*. *American Psychologist*, 45, 40-50.
- Thomas, W.& Butts, M. (2009). Effectiveness of Organizational Efforts to lower turnover intentions: the moderating role of employee locus of control, *Human Resource Management*, Vol. 48, N° 2, 289-310.

- Thompson, V. (1975). *Without Sympathy or Enthusiasm: The Problem of Administrative Compassion*. Public Administration, Winter75, Vol. 53, Issue 4.
- Thorne, P. (1987). *Workaholism – the acceptable face of addiction?* International Management 42: 71.
- Tidd, J., & Bessant, J. (2011). *Managing innovation: integrating technological, market and organizational change*. John Wiley & Sons.
- Tolman, E. (1938). *The Determinants of Behavior at a Choice Point*. Psychological Reports, 45, 1-41.
- Tyagi, P. K. (1985). "The Effects of Stressfull Organizational Conditions on Salesperson Work motivation." Journal of the Academy of Marketing Science 13: 290-309.
- Ugoji, E., & Isele, G. (2009). Stress management & corporate governance in Nigerian organizations. European Journal of Scientific Research, 27(3), 472-478.
- United Nations Development Programme (2011). *Human Development Report 2011- Sustainability and Equity: A Better Future for All*. NY: New York. Retrieved from http://www.undp.org/content/dam/undp/library/corporate/HDR/2011%20Global%20HDR/English/HDR_2011_EN_Complete.pdf, *unwritten agreement*. Beverly Hills, CA: Sage.
- Van de Ven, A. & M. Scott Poole. (1995). Explaining Development and Change in Organizations. *Academy of Management Review* 20 (3):510 – 40. doi: 10.5465/AMR.1995.9508080329.
- Van der Klink, J., Blonk, R. W. B., Schene, A. H. and Van Dijk, F. J. H. (2001) The benefits of interventions for work related stress, *American Journal of Public Health* 91(2): 270-276.
- Van der Smissen, S., Schalk, R., & Freese, C. (2013). Organizational change and the psychological contract: How change influences the perceived fulfillment of obligations. *Journal of Organizational Change Management*, 26(6), 1071-1090. Doi: 10.1108/JOCM-08-2012-0118
- Van der Wal, Z., De Graaf, G., & Lasthuizen, K. (2008). What's valued most? Similarities and differences between the organizational values of the public and private sector. *Public administration*, 86(2), 465-482. doi: 10.1111/j.1467-9299.2008.00719.x.
- Van Wijhe C, Schaufeli WB, Peeters MCW (2010). Understanding and treating workaholism: setting the stage for successful interventions. In: Cooper CL, Burke RJ, editors. Psychological and behavioural risks at work, Chichester: Wiley.
- Vakola, M. & Nikolaou, I. (2005). Attitude towards organizational change, what is the role of employee's stress and commitment?, *Employee Relations*, Vol. 27 (2): 160-174. doi: 10.1108/01425450510572685.
- Varlamova, J., & Larionova, N. (2013). The Trends of Household Economic Behavior in International Comparison. *Procedia Economics and Finance*, 5, 737-746.

- Veloutsou, C. & Panigyrakis, G. (2004). *Consumer Brand Manager's Job Stress, Job Satisfaction, Perceived Performance and Intention to Leave*. *Journal of Marketing Management*, 20, pp. 105-131.
- Venkatraman, N., Lee, C. H., & Iyer, B. (2007). Strategic ambidexterity and sales growth: A longitudinal test in the software sector. In *Unpublished Manuscript (earlier version presented at the Academy of Management Meetings, 2005)*.
- Verbeeten, F. & Boons, A. (2009). Strategic priorities, performance measures and performance: an empirical analysis in Dutch firms, *European management Journal*, N° 27, 113-128.
- Verhoest, K.; Van Thiel, S.; Bouckaert, G. And Lægreid, P. (eds.) (2012) *Government agencies: practices and lessons from 30 countries*, Basingstoke, Palgrave/Macmillan.
- Vitaliano, P., Russo, P. & Maiuro, R. (1987). *Locus of control, type of stressor and appraisal within a cognitive-phenomenological model of stress*. *Journal of Research in Personality*, June: 224-237.
- Vogel, H. L. (2007). *Entertainment Industry Economics. A Guide for Financial Analysis*. 7th Edition. Hardback.
- Wagner, W. & Antonucci, Y. (2009). *The Imagine PA Project: The First Large-Scale, Public Sector ERP Implementation*. *Information Systems Management*, 26 (3), 275-284.
- Walinga, J. (2008). Toward a Theory of Change Readiness The Roles of Appraisal, Focus, and Perceived Control. *The Journal of Applied Behavioral Science*, 44(3), 315-347. doi: 10.1177/0021886308318967.
- Wallace, C. & Arnold, T., Edwards, B, Frazier, M., Finch, D. (2009). Work Stressors, Role-Based Performance, and the Moderating Influence of Organizational Support, *Journal of Applied Psychology*, Vo. 94, N° 1, 254-262. doi: 10.1037/a0013090.
- Wang, Q., Bowling, N.& Eschleman, K. (2010). A Meta-Analytic Examination of Work and General Locus of Control, *Journal of Applied Psychology*, Vol. 95, N° 4, 761-768.
- Weatherbee, T., Dye, K., & Mills, A. J. (2008). There's nothing as good as a practical theory: The paradox of management education. *Management & Organizational History*, 3(2), 147-160. doi: 10.1177/1744935908092136.
- Weick, K. E., Sutcliffe, K. M., and Obstfeld, D. (1999). *Organizing for high reliability: Processes of collective mindfulness*. *Research in Organizational Behavior*, 21: 81-123.
- Weick, K.E. (2000) Emergent change as a universal in organizations, in: M. Beer and N. Nohria (eds) *Breaking the Code of Change* (Boston, MA: Harvard Business School Press).
- Weiner, B. (2006). *Social Motivation, Justice, and the Moral Emotions: An Attributional Approach*. Mahwah, N.J.: Lawrence Erlbaum Associates.

- Weinstein, N. (1980). *Unrealistic optimism about future life events*. *Journal of Personality and Social Psychology* 39: 806-820.
- Weiss, H. & Sherman, J. (1973). *Internal-external control as a predictor of task effort and satisfaction subsequent to failure*. *Journal of Applied Psychology*, 57, 132-136.
- Wetzel, C. Kneebone, R.L., Woloshynowych, M., Moorthy, K., & Darsy, A.D. (2006). The effects of stress on surgical performance. *The American Journal of Surgery*, 191(1), 5-10.
- Whitney, J.O. (1994), *The Trust Factor: Liberating Profits and Restoring Corporate Vitality*, NewYork: McGraw-Hill.
- Williamson, J. (2009). Short History of the Washington Consensus, *A. Law & Bus. Rev. Am.*, 15, 7.
- Wildavsky, A. & Zapico-Goñi, E. (1993). *National Budgeting for Economic and Monetary Union*. European Institute of Public Administration. Martinus Nijhoff Publishers. The Netherlands.
- Wilson, B. (1991, July). U.S. businesses suffer from workplace trauma. *Personnel Journal*, 47–50.
- Wilson, D.C. (1992) *A Strategy of Change* (London: Routledge).
- World Bank Development Report Indicators (2013), Yearly Report 2013, Washington, USA.
- Worline, M. C., Wrzesniewski, A., & Rafaeli, A. (2002). *Courage and work: Breaking routines to improve performance*. In R. G. Lord, R. J. Klimoski, & R. Kanfer (Eds.), *Emotions in the workplace: Understanding the structure and role of emotions in organizational behavior* (pp. 294–330). San Francisco: Jossey-Bass.
- Wright, T. (2003). Positive organizational behavior: An idea whose time has truly come. *Journal of Organizational Behavior*, 24, 437-442. doi: 10.1002/job.197.
- Wright, T. A., & Quick, J. C. (2009). The emerging positive agenda in organizations: Greater than a trickle, but not yet a deluge. *Journal of Organizational Behavior*, 30(2), 147-159. doi: 10.1002/job.582.
- Wuthnow, R. (2012). *Acts of compassion: Caring for others and helping ourselves*. Princeton University Press.
- Yaacob, M. (2008). *SPSS for business and social science students: Version 14 for windows*. Pustaka Aman Press Sdn. Bhd.
- Yamhure, L. & Shahen, P.(2003). Forgiveness in the Workplace, in R. C. Giacalone and C. L. Jurkiewicz (eds.), *Handbook of Spirituality and Organizational Performance* (M.E. Sharpe, New York), pp. 405–420.
- Yang, K. & Kassekert, A. (2009). Linking Management Reform with Employee Job Satisfaction: Evidence from Federal Agencies, *Management Reform and Job Satisfaction*, N° 20, 413-436.

- Yeh, B. Y., D. Lester, et al.. (1986). *Subjective Stress and Productivity in Real State Sales People*. Psychological Reports 58: 981-992.
- Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33, 774–800.
- Yukl, G. (2006) *Leadership in Organizations*. Sixth Edition. New Jersey: Pearson Prentice Hall.
- Zhu, W. (1992). Confucius and traditional Chinese education: An assessment. *Education and modernization: The Chinese experience*, 3-22.

Appendix 1 – Questionnaire

Questionário

Introdução

Este questionário destina-se ao desenvolvimento de um estudo sobre o processo de mudança na administração pública portuguesa. Os resultados obtidos serão exclusivamente utilizados para fins académicos no âmbito de um programa de doutoramento na área do comportamento organizacional. Sendo a sua participação fundamental para o êxito do processo de reorganização interna na vossa organização, torna-se muito importante para este estudo recolher a sua valiosa opinião.

Haverá uma parte para recolha de alguma informação biográfica necessária para uma melhor interpretação dos resultados. No entanto, garantimos total **confidencialidade** dos dados, assim como o absoluto **anonimato** da sua colaboração.

Agradeço que responda ao formulário que encontrará no seguinte endereço electrónico:

<http://questionario.janelavirtual.com>

Para responder directamente às questões colocadas deverá preencher o espaço existente para a resposta. Em caso de erro basta voltar a optar pela resposta pretendida e no fim do questionário dar o respectivo OK no espaço que refere: "Concluído". Este questionário deverá levar cerca de 30 minutos a ser preenchido.

Ao longo do inquérito encontrará as instruções necessárias para o seu adequado preenchimento. Leia cuidadosamente as instruções antes de iniciar cada uma das secções.

Agradecemos ainda que responda com espontaneidade e honestidade e que verifique antes de terminar que respondeu a todas as questões.

A sua ajuda é ESSENCIAL para a conclusão deste estudo.

Ficarei eternamente grata pela sua inestimável colaboração.

MUITO OBRIGADA

Início

SECÇÃO 1 (UM DIA NA ORGANIZAÇÃO)

Pense num **dia normal de trabalho** na sua organização. Em que medida é que estas situações ocorrem e com que frequência.

- 1 - Nunca.
 2 - Raramente.
 3 - Ocasionalmente.
 4 - Frequentemente.
 5 - Muito frequentemente.

- | | | | | | | | | | | |
|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|---|--|
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 1. Expressões de compaixão e carinho são frequentes nesta organização. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 2. As pessoas desculpam facilmente os erros das outras. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 3. Existe um clima de suspeição na organização. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 4. Os empregados demonstram integridade em tudo o que fazem. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 5. As pessoas são optimistas e acreditam no sucesso da organização mesmo quando confrontadas com grandes desafios. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 6. As pessoas tendem a enfatizar o melhor que há em cada uma delas. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 7. As pessoas não trabalham tanto como poderiam. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 8. As pessoas demonstram bondade umas perante as outras. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 9. O ambiente na organização é benevolente. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 10. Existe um clima generalizado de confiança. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 11. As pessoas nesta organização nem sempre vivem de forma consistente com os seus valores. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 12. As pessoas são pessimistas relativamente ao futuro. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 13. Nesta organização enfatiza-se mais as coisas más que acontecem do que as boas. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 14. Nesta organização procura-se um "bode expiatório" para poder responsabilizar. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 15. As pessoas demonstram confiança umas nas outras. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 16. As actividades desta organização não são, em regra, coincidentes com os valores que proclama defender. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 17. Esta organização encoraja expressões de optimismo. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 18. As pessoas enfatizam os atributos negativos que encontram umas nas outras. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 19. Nesta organização as pessoas são muito desconfiadas. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 20. Esta organização valoriza a integridade dos seus trabalhadores. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 21. A organização enfatiza as coisas boas que acontecem em cada dia. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 22. Esta organização encoraja expressões de compaixão. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 23. Esta organização fomenta um espírito de confiança entre os seus trabalhadores. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 24. Integridade é um dos valores mais importantes para esta organização. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 25. Uma sensação de optimismo atravessa esta organização. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 26. Esta organização enfatiza aquilo que tem de mais positivo. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 27. Nesta organização estamos apostados em fazer o bem para além de o fazer bem feito. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 28. Estamos optimistas quanto ao nosso êxito mesmo quando somos confrontados com grandes desafios. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 29. As pessoas nesta organização são tratadas com cortesia, consideração e respeito. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 30. As pessoas confiam na liderança desta organização. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 31. Honestidade e confiança são valores importantes para esta organização. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 32. Esta organização demonstra níveis muito elevados de integridade. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 33. Esta organização pode ser descrita como virtuosa e honrada. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 34. Nesta organização tentamos aprender com os nossos erros, consequentemente os erros são rapidamente esquecidos. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 35. Nós trabalhamos numa organização que sabe perdoar. |
| <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 | 36. Esta organização tem níveis muito elevados de exigência quanto à performance mas é complacente com os erros cometidos quando estes são admitidos e corrigidos. |

SECÇÃO 2 (CULTURA DA ORGANIZAÇÃO)

Em que medida é que estas características são típicas da sua organização. Pense nas seguintes situações e na frequência com que ocorrem.

- 1 - Nunca.
 2 - Raramente.
 3 - Ocasionalmente.
 4 - Frequentemente.
 5 - Muito frequentemente.

- | | | | | | |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 1. Há um sentido profundo de missão associado ao nosso trabalho. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 2. As pessoas tentam elevar a moral de todos com energia positiva. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 3. As relações interpessoais não são de cooperação e entreajuda. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 4. Todos os dias as pessoas têm a possibilidade de fazer aquilo que sabem fazer melhor. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 5. Os sentimentos negativos são predominantes nesta organização. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 6. Os nossos objectivos organizacionais são muito claros e bem definidos. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 7. As pessoas recebem mais feedback positivo do que negativo. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 8. Os dirigentes desta organização não são um bom exemplo das nossas aspirações mais elevadas. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 9. Nós aspiramos a fazer coisas nobres nesta organização. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 10. O trabalho na nossa organização retira a energia positiva aos nossos trabalhadores. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 11. Os trabalhadores são entre eles bons amigos. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 12. Nesta organização, as fraquezas das pessoas são mais enfatizadas do que as suas virtudes. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 13. Na nossa organização, as pessoas são felizes e demonstram uma atitude positiva perante a vida. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 14. Os trabalhadores sabem exactamente quais são as expectativas da organização relativamente ao seu trabalho. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 15. A linguagem utilizada na organização é caracterizada pelo criticismo e desaprovação. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 16. O trabalho desenvolvido pela organização não tem um sentido profundo na vida dos trabalhadores. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 17. A liderança na nossa organização permite-nos estar no nosso melhor. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 18. Concentramo-nos em atingir objectivos de curto prazo em vez de procurar um sentido elevado para o nosso trabalho. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 19. O nosso local de trabalho inspira energia e entusiasmo. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 20. As pessoas nesta organização gostam umas das outras. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 21. As pessoas recebem feedback sobre aquilo que fazem bem. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 22. As pessoas demonstram alegria no trabalho. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 23. As pessoas não têm certezas quanto aos objectivos da nossa organização. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 24. A comunicação positiva prevalece sobre a negativa. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 25. O nosso sucesso está muito relacionado com a boa liderança que temos na nossa organização. |

SECÇÃO 3 (FONTES DE STRESS NA ORGANIZAÇÃO)

As questões seguintes têm como objectivo aferir quais são as fontes possíveis de tensão (stress) que mais afectam o seu quotidiano no local de trabalho. Responda identificando até que ponto considera que cada um destes factores é uma fonte de pressão nas suas funções actuais, utilizando para tanto a seguinte escala:

- 1 - Nunca.
 2 - Raramente.
 3 - Ocasionalmente.
 4 - Frequentemente.
 5 - Muito frequentemente.

<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	1. Ter uma excessiva carga de trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	2. Falta de poder e influência.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	3. Não ter suficiente quantidade de trabalho para fazer.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	4. Dirigir ou supervisionar o trabalho de outras pessoas.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	5. Lidar com "intrigas de gabinete".
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	6. Levar trabalho para casa.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	7. Nível salarial (incluindo benefícios próprios da organização).
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	8. Falta de comunicação e não ser consultado na tomada de decisão.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	9. Participar em reuniões de trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	10. Realizar tarefas administrativas monótonas ou lidar com "papelada".
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	11. Incapacidade de delegar responsabilidades.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	12. Ser subvalorizado no meu emprego.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	13. Ter de correr riscos no emprego.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	14. Receber inadequada informação acerca do meu desempenho profissional.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	15. Viagens por motivo de serviço e ter de "viver" em hotéis.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	16. Má utilização do tempo por parte das outras pessoas.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	17. Perspectivas de promoção pouco claras.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	18. Trabalhar com insuficiência de meios financeiros e de recursos.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	19. As repercussões que as exigências do meu trabalho têm na minha vida privada/social.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	20. As modificações no modo de trabalhar que nos são solicitadas.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	21. Factores que não estão sob o nosso controlo directo.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	22. A vida no lar, estando o cônjuge a seguir também uma carreira.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	23. Lidar com situações ambíguas ou "delicadas".
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	24. O moral e "clima" da organização.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	25. Tomar decisões importantes.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	26. Conflitos com os outros resultantes de "choques de personalidades".
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	27. As implicações dos erros que possamos vir a cometer.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	28. Oportunidades de desenvolvimento pessoal.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	29. Características da estrutura e organograma da organização.

[Página Anterior](#)
[Página Seguinte](#)

SECÇÃO 4 (INFLUÊNCIA NA ORGANIZAÇÃO)

A finalidade destas questões é compreender a forma como sente que pode participar, influenciar ou condicionar situações ou acontecimentos com que se depara dentro e fora da sua organização. Leia as seguintes afirmações e indique se concorda mais com a Opção A ou com a Opção B, assinalando a respectiva letra no espaço em branco.

- | | | |
|----|---|--|
| 1. | <input type="radio"/> A. Conseguir fazer muito dinheiro é fundamentalmente uma questão de encontrar uma boa oportunidade. | <input type="radio"/> B. As promoções são conseguidas através de trabalho árduo e persistente. |
| 2. | <input type="radio"/> A. Tenho constatado que existe uma relação directa entre o esforço com que realizo o meu trabalho e os resultados que obtenho. | <input type="radio"/> B. Muitas vezes as reacções dos meus superiores hierárquicos parecem-me aleatórias e sem qualquer critério. |
| 3. | <input type="radio"/> A. É disparatado pensar que alguém pode mesmo mudar as atitudes de outra pessoa. | <input type="radio"/> B. Quando estou certo(a) consigo convencer os outros. |
| 4. | <input type="radio"/> A. Conseguir uma promoção reduz-se ao facto de ter um bocadinho mais de sorte do que a pessoa preterida. | <input type="radio"/> B. Na nossa sociedade, o potencial dos ganhos futuros na vida das pessoas está dependente das suas capacidades. |
| 5. | <input type="radio"/> A. Se uma pessoa souber como agir com as pessoas, estas são normalmente bastante fáceis de levar. | <input type="radio"/> B. Tenho pouca influência relativamente à forma como as outras pessoas se comportam. |
| 6. | <input type="radio"/> A. Os resultados profissionais que consigo obter são produto do meu próprio esforço. A sorte tem muito pouco ou nada a ver com isso. | <input type="radio"/> B. Às vezes tenho a sensação de que tenho pouco a ver com os resultados profissionais que venho a obter. |
| 7. | <input type="radio"/> A. As pessoas como eu podem mudar o curso dos acontecimentos no mundo se conseguirem fazer-se ouvir. | <input type="radio"/> B. Não passa de mero optimismo acreditar que podemos realmente influenciar o que acontece na nossa sociedade. |
| 8. | <input type="radio"/> A. Uma grande parte do que me acontece é provavelmente uma questão de sorte e oportunidade. | <input type="radio"/> B. Eu sou dono e senhor do meu destino. |
| 9. | <input type="radio"/> A. O relacionamento com as pessoas é um comportamento que deve ser exercitado. | <input type="radio"/> B. É quase impossível descobrir como agradar a certas pessoas. |

[Página Anterior](#)

[Página Seguinte](#)

SECÇÃO 5 (AUTO-ESTIMA NO PROCESSO ORGANIZACIONAL)

O objectivo desta secção é perceber se as pessoas estão confiantes apesar dos obstáculos que podem encontrar no âmbito de um processo de mudança organizacional. Responda identificando o seu nível de concordância/discordância com as afirmações que se seguem.

- 1 - Nunca.
 2 - Raramente.
 3 - Ocasionalmente.
 4 - Frequentemente.
 5 - Muito frequentemente.

- | | | | | | |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 1. Com que regularidade costuma ter a sensação de que não há nada que consiga fazer bem feito? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 2. Quando fala em frente a um grupo de pessoas da sua idade, com que frequência se sente aflito ou preocupado? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 3. Com que frequência sente que conseguiu gerir bem a sua interacção com os outros num convívio social. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 4. Com que frequência é que tem a sensação de que consegue fazer tudo bem feito. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 5. Com que frequência se sente confortável a iniciar uma conversa com pessoas que não conhece. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 6. Com que frequência sente que é uma pessoa bem sucedida? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 7. Com que frequência se sente perturbado com a sua timidez? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 8. Com que frequência se sente inferior relativamente à maior parte das pessoas que conhece? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 9. Com que frequência sente que é uma pessoa sem valor? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 10. Com que frequência sente que o sucesso na sua carreira está assegurado? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 11. Com que frequência se sente seguro de si próprio quando está entre estranhos? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 12. Com que frequência se sente confiante de que haverá um dia em que as pessoas olharão para si com respeito e consideração? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 13. Em geral, com que frequência se sente confiante das suas capacidades? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 14. Com que frequência se preocupa com a sua relação com as pessoas? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 15. Com que frequência é que sente que não gosta de si próprio. |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 16. Com que frequência é que se sente tão desencorajado consigo próprio que pondera se alguma coisa vale mesmo a pena? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 17. Com que frequência é que se preocupa com o facto das outras pessoas gostarem de estar consigo? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 18. Quando fala em frente a um grupo de pessoas da sua idade, com que frequência se sente agrado com a sua actuação? |
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | 19. Com que frequência se sente seguro de si próprio quando fala numa discussão em grupo? |

SECÇÃO 6 (RELAÇÃO COM O EMPREGO E TRABALHO)

Esta secção analisa a forma como se relaciona com o seu emprego e o trabalho. Responda identificando o seu nível de concordância/discordância com as afirmações que se seguem.

- 1 - Nunca.
2 - Raramente.
3 - Ocasionalmente.
4 - Frequentemente.
5 - Muito frequentemente.

<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	1. Quando tenho tempo livre gosto de relaxar e de não fazer nada de importante.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	2. Aborreço-me e fico irrequieto(a) em férias quando não tenho nada de produtivo para fazer.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	3. Passo os meus tempos livres a desenvolver projectos e outras actividades.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	4. Entre o meu trabalho e outras actividades em que me encontro envolvido(a) não tenho muito tempo livre.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	5. Gosto de usar o meu tempo construtivamente tanto no meu trabalho como fora dele.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	6. Gosto de descontraír e de me divertir sempre que posso.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	7. Estou sempre ansioso(a) pelo fim de semana - só diversão e nada de trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	8. Acho que desperdiçar tempo é tão mau como desperdiçar dinheiro.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	9. Parece que tenho um sentimento compulsivo que me impele a trabalhar muito como algo que eu tenho de fazer quer queira quer não.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	10. Sinto muitas vezes que há algo que interiormente me compele para o trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	11. É importante para mim trabalhar muito mesmo quando não tenho prazer no que estou a fazer.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	12. Muitas vezes dou por mim a pensar no trabalho mesmo quando quero afastar-me dele por um tempo.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	13. Sinto-me culpado(a) quando tiro uns dias de férias.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	14. Sinto-me obrigado(a) a trabalhar muito mesmo quando não gosto do que estou a fazer.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	15. Gostaria de não ser tão focalizado(a) no meu trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	16. O meu emprego é tão interessante que muitas vezes nem parece trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	17. Quando me envolvo num projecto interessante é difícil de descrever o quão entusiasmado me sinto.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	18. Perco a noção do tempo quando estou envolvido num projecto.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	19. Faço mais trabalho do que se espera apenas pelo prazer que tenho nisso.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	20. A maior parte do tempo o meu trabalho dá-me muito prazer.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	21. Gosto tanto do meu trabalho que tenho dificuldade em parar.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	22. Considero que gosto mais do meu trabalho do que a maior parte das pessoas.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	23. É difícil encontrar alguma coisa que me dê prazer no meu trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	24. Quando acordo de manhã não vejo a hora de chegar ao trabalho.
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	25. O meu emprego é mais diversão do que propriamente trabalho.

SECÇÃO 7 (PERCEÇÃO DA PERFORMANCE ORGANIZACIONAL)

Esta secção analisa a forma como percebe o comportamento (performance) da sua organização designadamente quanto à qualidade do serviço, nível de inovação e índice de produtividade.

1. Comparada com outras instituições públicas como classificaria a performance da sua organização relativamente aos seguintes critérios e utilizando a seguinte escala:

Qualidade Serviço	<input type="radio"/> Muito Pior	<input type="radio"/> Pior	<input type="radio"/> Semelhante	<input type="radio"/> Melhor	<input type="radio"/> Muito Melhor
Inovação	<input type="radio"/> Muito Pior	<input type="radio"/> Pior	<input type="radio"/> Semelhante	<input type="radio"/> Melhor	<input type="radio"/> Muito Melhor
Produtividade	<input type="radio"/> Muito Pior	<input type="radio"/> Pior	<input type="radio"/> Semelhante	<input type="radio"/> Melhor	<input type="radio"/> Muito Melhor

2. Tendo em atenção os objectivos expressos no processo de mudança organizacional como identificaria a performance da sua organização em relação aos seguintes critérios e utilizando a seguinte escala:

Qualidade Serviço	<input type="radio"/> Impossíveis	<input type="radio"/> N/atingidos	<input type="radio"/> Parcialmente	<input type="radio"/> Satisfatoriamente	<input type="radio"/> Ultrapassados
Inovação	<input type="radio"/> Impossíveis	<input type="radio"/> N/atingidos	<input type="radio"/> Parcialmente	<input type="radio"/> Satisfatoriamente	<input type="radio"/> Ultrapassados
Produtividade	<input type="radio"/> Impossíveis	<input type="radio"/> N/atingidos	<input type="radio"/> Parcialmente	<input type="radio"/> Satisfatoriamente	<input type="radio"/> Ultrapassados

3. Considerando a evolução da sua organização nos últimos 2 (dois) anos, como classificaria a performance relativamente aos seguintes indicadores e utilizando a seguinte escala:

Qualidade Serviço	<input type="radio"/> Muito Fraca	<input type="radio"/> Fraca	<input type="radio"/> Razoável	<input type="radio"/> Boa	<input type="radio"/> Muito boa
Inovação	<input type="radio"/> Muito Fraca	<input type="radio"/> Fraca	<input type="radio"/> Razoável	<input type="radio"/> Boa	<input type="radio"/> Muito boa
Produtividade	<input type="radio"/> Muito Fraca	<input type="radio"/> Fraca	<input type="radio"/> Razoável	<input type="radio"/> Boa	<input type="radio"/> Muito boa

[Página Anterior](#)

[Página Seguinte](#)

SECÇÃO 8 (DADOS BIOGRÁFICOS)

Esta secção é de resposta **obrigatória** porque a interpretação destes dados é importante para os resultados do nosso estudo. No entanto, gostaríamos de lembrar que está absolutamente assegurada a CONFIDENCIALIDADE e o ANONIMATO das suas respostas. Agradecemos assim a resposta a todas as questões desta secção.

Sexo: Feminino Masculino

Idade: < 25 26-45 46-60 > 60

Função Exercida: Direcção Técnica Administrativa Operativa/Manual

Antiguidade: < 2 2-4 5-7 8-10 > 10

Muito Obrigada pela sua colaboração! Sem a sua ajuda este estudo não seria possível. Acreditamos que os estudos académicos também podem ser uma importante fonte de diagnóstico e mudança e conseqüentemente um valioso contributo para um futuro melhor. É graças a pessoas que demonstram a sua disponibilidade para participar e colaborar que isso se torna possível. Bem haja!

[Página Anterior](#)

[Concluir](#)

Appendix 2 - Interviews with organizations' top management

Semi-structured interviews (Script)

1. What are the biggest current challenges of your organization?
2. What are the main goals of this public reform program?
3. Do you feel that your organization already has some "resources in advance of change" that might be helpful in this process?
4. Do you believe that stress plays an important role in the workers' perception of these organizational changes?
5. What type of behaviors have you identified as resistant to this change program?
6. Do you believe that performance will be affected in a first moment in order to boost in a second moment or will it be a more linear and incremental change process?
7. What is the role of virtuousness (virtues such as trust, optimism, integrity, compassion and forgiveness) in this change process? What about positive interactions, is it important to communicate clear objectives and give support to people?
8. Comparing with other public institutions that are somehow similar and comparable to yours, how would you perceive the performance of your organization in terms of service quality, innovation and productivity?
9. Considering the goals expressed by the Government for this public reform, how do you perceive the performance of your organization in relation to these objectives?
10. Considering the evolution in the last two years how would you perceive the development of your organization?

IEFP INSTITUTO EMPREGO E FORMAÇÃO PROFISSIONAL

Interviews with:

- In 2005 with the President and the Board Member with Human Resources, Finance and Administrative responsibilities.
- In 2007 with the Board Member responsible for the governmental reform project coordination and implementation.

1. What are the biggest current challenges of your organization?

2005

More decentralized and autonomous services, more support systems for information, communication and management

2007

We have to continue eliminating activities that are not crucial and externalizing them, as well as empowering our various regional delegations.

2. What are the main goals of this public reform program?

2005

To eliminate activities that are not considered core business and outsource these – I can give examples like transportation or design and graphics. The simplification of processes and the elimination of non-critical functions although this does not mean reducing people but just reorganizing our labor force with adequate training into new areas so that they can be overall more productive.

2007

The technological side of the reform has been the biggest struggle at this stage but we really need to improve the way we reach out and communicate with our customers and workers.

3. Do you feel that your organization already has some “resources in advance of change” that might be helpful in this process?

2005

Yes, actually this reform just accelerated in many ways what we already knew we had to do. People are expecting changes as they also believe we need to improve our services and technological systems. I believe that this mood will be helpful in embracing the necessary changes positively. Additionally, we have prepared this program by launching a tender for a consultant company to help us develop a methodology we would like to begin with a survey to our employees so that we can address the priorities and critical points aligning the governmental objectives with our own organizational priorities. This proposal had to be approved by our Minister (or Secretary of State).

2007

Yes, because we have started the change program with a survey sent to the workers and another one sent to the supervisors, so I believe that this has involved people in the diagnostic process and therefore allowed for people to feel more committed as they understand that this change also included their own opinions.

4. Do you believe that stress plays an important role in the workers' perception of these organizational changes?

2005

Oh yes, controlling the stress levels is the key. We are reducing services and externalizing them so even though we have reassured people that there will be no reductions on staff they are naturally very anxious and fearful with the outcomes of this change process.

2007

In fact, one of the hardest things to control are gossips and rumors - you can't imagine how many times I have myself or suggested the President to do so, to intensify communication in order to calm people down from these stories that suddenly spread around and put everyone in a nervous wreck.

5. What type of behaviors have you identified as resistant to this change program?

2005

Many people resist by addressing their negative feelings towards these change and blaming the Government for it, so that the institution is seen as a victim in the process. Others are more subtle, or cynical, and seem to go along with it, but as they have seen so many change

program attempts in the past, they really don't believe that much that real changes will be implemented.

2007

People have started this process with many doubts, because the truth is that this is a major governmental change program but for people with a certain seniority they have seen a dozen of less ambitious change programs in the past, so they "wait and see". I believe that at this stage everyone already believes that things will really change and the process is irrevocable.

6. Do you believe that performance will be affected in a first moment in order to boost in a second moment or will it be a more linear and incremental change process?

2005

Really I am not expecting that performance will be affected as I believe that we will lead and monitor this program in an effective way. We will have a member of our Board in charge of the coordination and monitoring of this program so a lot of attention and planning will be put in place.

2007

I might not be very impartial but I would say that we are already seeing some improvements in the performance, especially outside the big cities, people have been paid attention and things are really working better as our responses are quicker and more conclusive.

7. What is the role of virtuousness (virtues such as trust, optimism, integrity, compassion and forgiveness) in this change process? What about positive interactions, is it important to communicate clear objectives and give support to people?

2005

The role of these virtues and I would highlight optimism, integrity and trust as the most important ones in our case are critical as they smooth the atmosphere lowering stress levels and helping people adhere to the necessary changes. I believe that the communication strategy, articulating the various change steps and assuring people that no one will be fired or mistreated in the process will be the key for its success.

2007

Definitely a very important role, we have been trying to address this positive culture as an expression of the change program and that is one of my main responsibilities as coordinator of this program. It is not easy because people are somehow suspicious or reluctant to believe but at the same time there are good basis for this positive culture to be promoted and linked to these changes that we intend to achieve.

8. Comparing with other public institutions that are somehow similar and comparable to yours how would you perceive the performance of your organization in terms of service quality, innovation and productivity?

2005

Honestly, I believe we would be in the second quartile, meaning we are a little bit on top of the average but besides some very specific areas like training where we are perceived as quite innovators and quality providers, we are not really setting the best practices and that's what we are aiming at.

2007

Well, in the training area we have also been considered quite innovative and there are a lot of programs very well designed and deployed, but I the rest I would say a bit above the average when comparing with other institutions.

9. Considering the goals expressed by the Government for this public reform, how do you perceive the performance of your organization in relation to these objectives?

2005

I believe that within the various objectives of the Governmental program, we have selected the priorities that were more crucial for our institution and we were able to do this with the involvement of everyone – this for me was a real opportunity to listen to people and to design a change program in the right way.

2007

The strategy has been to work with pilots so we are testing in specific departments previous to enlarging it to the whole organization. We believe in implementing things gradually because radical changes are too frightening and most people react very defensively.

10. Considering the evolution in the last two years how would you perceive the development of your organization?

2005

It was very good to involve everyone because we have noticed that most people are not resistant and feel that they were heard and now the organization is trying to address and find some answers. Their opinion was validated and heard and this has really motivated people for the change process, so we believe this is working progress.

2007

We have privileged the communication and information as effective tools change and learning, so I believe we are moving forward and in the right direction. We are very energized with the results and we have really taken this change program seriously so we are seeing the good results already.

ITIJ INSTITUTO DAS TECNOLOGIAS DE INFORMAÇÃO NA JUSTIÇA

Interviews with:

- Both in 2005 and 2007 with the President and the Vice-President.

1. What are the biggest current challenges of your organization?

2005

Eliminate bureaucracy and bring the services closer to the client's needs. Internally we need to have a reliable performance appraisal system and will implement SIADAP with the purpose of recognizing and promoting talent.

2007

We really need to invest in technology and implement a service-desk system approach with the citizens.

2. What are the main goals of this public reform program?

2005

To eliminate bureaucracy and unnecessary activities because our justice system is still very formalized and rigid and right now, in Portugal, this is one of our biggest competitive disadvantages.

2007

To internalize the evaluation system is one of our biggest crusades but we really believe in its potential as a cultural change accelerator. The technological side is our core business, we have a good team, technically competent and experienced, so I believe we have been making already introducing some really important improvements and will continue in that path.

- 3. Do you feel that your organization already has some “resources in advance of change” that might be helpful in this process?**

2005

Yes, we have a very talented team with some recent new and young elements, we are also very young Board members, we came in with a different mind-set as we come from the corporate and consulting world, so we want to innovate and really leave some good work behind.

2007

Yes, surely, there is a positive atmosphere that really sustains the changes that we need to implement – people seem to believe that these changes will bring better services for the citizens and this involvement is something good for the whole is an extra motivational trigger.

- 4. Do you believe that stress plays an important role in the workers’ perception of these organizational changes?**

2005

Very much, most people are very cynical about governmental change programs as these are externally imposed by people who have no idea of what is happening in the institutions or how to run and manage them. But hopefully with a good internal atmosphere we will be able to contain negativity and go ahead with what we need to do.

2007

Stress has started to be a negative element of the equation but now I believe it has turned into a good one, because I see people energized and stressed by running around occupied in multiple projects and that, for me, is good stress, good adrenalin that makes organizations give the extra mile. Hopefully, regardless of the political contingencies, this spirit will be kept even if our mandate is not renewed.

5. What type of behaviors have you identified as resistant to this change program?

2005

Most of these behaviors are passive manifestations; people listen to our plans but are not connected to them, so we need to find ways to make that connection. This is a real challenge, not an easy one at all.

2007

People used to be rather quiet about the change proposals and now we have listen to more voices participating and giving suggestions and this is a real high dividend we are already receiving from this change program. People are lively and more alive.

6. Do you believe that performance will be affected in a first moment in order to boost in a second moment or will it be a more linear and incremental change process?

2005

Yes this is exactly what has happened in the first moment people were expectant and a bit paralyzed and then started to gain speed and energy.

2007

In the beginning of the process we felt that but not now. We see things moving with good dynamics and we have already introduced many changes and contributed for innovations presented by this Government which gives us reasons to be optimistic.

7. What is the role of virtuousness (virtues such as trust, optimism, integrity, compassion and forgiveness) in this change process? What about positive interactions, is it important to communicate clear objectives and give support to people?

2005

It's very important as we are a rather small institution and the connectivity between people can be a real competitive advantage, so these good vibes are one of our priorities.

2007

We have pursued this objective and implemented some moments of gathering, participation and communication because we believe that small changes, the starting of different conversations can have a lot of impact although small and subtle changes.

8. Comparing with other public institutions that are somehow similar and comparable to yours how would you perceive the performance of your organization in terms of service quality, innovation and productivity?

2005

I believe that technically speaking we are one of the best and we have a number of good practices to share with others.

2007

We have been implementing a numerous of innovative projects in the simplex program (reduce bureaucracy) so our technical ability is well recognized.

9. Considering the goals expressed by the Government for this public reform, how do you perceive the performance of your organization in relation to these objectives?

2005

We have taken these goals very seriously as we really believed that these changes were for the best and would contribute to positive visibility of our work.

2007

We have been able to deliver some services and products that represent the achievement of these macro objectives. Internally we have a very reasonable performance appraisal system working and recognized as positive by the majority of the workers.

10. Considering the evolution in the last two years how would you perceive the development of your organization?

2005

We are ready to deliver and will take all the management decisions necessary in order to do so.

2007

We have been working a lot and we are pleased with what we have already accomplished, but much more will come.

IAPMEI INSTITUTO APOIO ÀS PEQUENAS E MÉDIAS EMPRESAS

Interview with:

- President, Vice President and Board Member IAPMEI/ICEP with HR responsibilities

1. What are the biggest current challenges of your organization?

To study the possible synergies with ICEP, we already have one Board member that sits in both institutions and has this main goal for the next years to present the merging process and outcomes. We believe in this restructuring but feel a little hopeless with the timings and lack of decisions from the Government.

2. What are the main goals of this public reform program?

To eliminate costs and find ways to reduce overlaps or functions that can be delivered by other entities and not necessarily the State.

3. Do you feel that your organization already has some “resources in advance of change” that might be helpful in this process?

Not really, I believe that this merger is being interpreted as a great loss because many people have been working here for years and feel that this merger is imposed in a rather administrative unilateral way but will not really benefit the services or the citizens.

4. Do you believe that stress plays an important role in the workers’ perception of these organizational changes?

Definitely, it has paralyzed this house, everyone is scared of everything that could be nothing. It’s a real task to do this under these conditions.

5. What type of behaviors have you identified as resistant to this change program?

People are less energized, look sad, self-limit themselves, so they come in and go out, never staying after time and they simply don't seem happy to work here or to meet each other.

6. Do you believe that performance will be affected in a first moment in order to boost in a second moment or will it be a more linear and incremental change process?

Yes I believe it has been affected and honestly under these conditions of uncertainty it will be very hard to increase performance.

7. What is the role of virtuousness (virtues such as trust, optimism, integrity, compassion and forgiveness) in this change process? What about positive interactions, is it important to communicate clear objectives and give support to people?

At this point, I would say that it's latent, its there but people are so in panic that fears has controlled their professional lives. We don't get information from the Ministry that will allow us to lower their levels of suspicion because we really don't know what will happen so we feel this enormous burden and responsibility – we don't want to give them good news because we are afraid that bad news will come.

8. Comparing with other public institutions that are somehow similar and comparable to yours how would you perceive the performance of your organization in terms of service quality, innovation and productivity?

We used to be very well perceived and I believe this institution has always done a really good job, so hopefully this will be a transition but we will overcome it and get back in shape again.

9. Considering the goals expressed by the Government for this public reform, how do you perceive the performance of your organization in relation to these objectives?

Well, so far we have been able to create the structure to implement SIADAP although at this stage we are not going too deep because we don't know how this will work in the new institution to be created. We have been working a lot on different merger scenarios to present to the Government that has really been the main focus.

10. Considering the evolution in the last two years how would you perceive the development of your organization?

Right now I would say that we are in the end of a cycle regaining balance to step into a new one, so it's time for reflection and closure and then move on.

TURISMO DE PORTUGAL IP (INSTITUTO DE TURISMO DE PORTUGAL)

Interview with:

- Board Member for HR, IT and Finance.

1. What are the biggest current challenges of your organization?

Primarily, to prepare the merger with FT – Fundo de Turismo, we have been very concentrated in presenting a comprehensive study and working together with FT on this “hot topic”. We would like to contribute for a grounded strategic decision and not merely political one.

2. What are the main goals of this public reform program?

To find synergies between institutions so that we can have a more integrated approach and therefore become more effective to potentiate our tourism's demand and offer.

3. Do you feel that your organization already has some “resources in advance of change” that might be helpful in this process?

Yes, I believe we have the flexibility and adjustability to help this new design of a broader tourism institution as this is possibly the sector with more growth potential in our country.

4. Do you believe that stress plays an important role in the workers' perception of these organizational changes?

Stress has been present as it normally happens in any change process, but I believe that we were able to show people that it will be better for all to have the promotion services and the finance services together – it seems to make sense to most of us.

5. What type of behaviors have you identified as resistant to this change program?

Most people are in a “wait and see” mode, which is not very compelling, but at the same time it's quite understandable and it's our job to shift these perceptions, into safe places, so that people can cope with them and position their energy in their performance.

6. Do you believe that performance will be affected in a first moment in order to boost in a second moment or will it be a more linear and incremental change process?

I must admit it has, but I believe we are already doing the loop on the ascendant side.

7. What is the role of virtuousness (virtues such as trust, optimism, integrity, compassion and forgiveness) in this change process? What about positive interactions, is it important to communicate clear objectives and give support to people?

I would say fundamental, otherwise we would not have had the “holding environment” that allowed us to connect with people and help them lower their anxiety. This positive environment gave ground to all our initiatives and raised them further.

8. Comparing with other public institutions that are somehow similar and comparable to yours how would you perceive the performance of your organization in terms of service quality, innovation and productivity?

We have a good record of valuable service, so I would position our institution in a quite remarkable position.

9. Considering the goals expressed by the Government for this public reform, how do you perceive the performance of your organization in relation to these objectives?

I think that once this merger question is out of the equation we can start really working hard again, so we just have to readjust these two institutions and define the new rules of the game.

10. Considering the evolution in the last two years how would you perceive the development of your organization?

It has been developing in the right way and will continue to do so regardless of this less dynamic period that we are living right now.

INFTUR INSTITUTO DE FORMAÇÃO TURÍSTICA

Interview with:

- President and Board Member (responsible for the coordination of the tourism management schools)

1. What are the biggest current challenges of your organization?

To professionalize the tourism management learning sector offering quality schools, academia and strong link to the tourism industry sector.

2. What are the main goals of this public reform program?

Reorganize the services in a more efficient way, so that we can achieve our goals of developing a high quality service in the field of learning and professional training hospitality management.

3. Do you feel that your organization already has some “resources in advance of change” that might be helpful in this process?

We have a good back bone, that will surely facilitate all the changes we need to implement and I believe that we will have to emphasize these strengths in order to leverage on them.

4. Do you believe that stress plays an important role in the workers' perception of these organizational changes?

Stress has always played an important role in organizations movement, therefore the big challenge is to turn it for our movement and not against it. This is perhaps one of the hardest tasks of a management position and there are no miracle pills but a lot of hard work and paying attention to people's needs.

5. What type of behaviors have you identified as resistant to this change program?

The majority of the behaviors are rather cynical because they are not open or authentic, people prefer to show they are going along when in reality they don't intend to. That's why I was talking about paying attention to people's needs because this will ease their resistance to change.

6. Do you believe that performance will be affected in a first moment in order to boost in a second moment or will it be a more linear and incremental change process?

I think this will be an incremental and smooth process, everyone knows the goals and what they have to do to achieve them so its work, work, work.

7. What is the role of virtuousness (virtues such as trust, optimism, integrity, compassion and forgiveness) in this change process? What about positive interactions, is it important to communicate clear objectives and give support to people?

In our organization it is the glue that binds us all and that gives us an optimistic look into the future although conditions are gradually becoming more and more difficult and I have been in the public sector for a long time. We all have to really believe in our purpose to stay committed and focused, all of us, without exception, need to feel that added value in order to keep motivated.

8. Comparing with other public institutions that are somehow similar and comparable to yours how would you perceive the performance of your organization in terms of service quality, innovation and productivity?

We have been doing a real good job – in the past all these tourism professions were only based in experience, nowadays we have real professionals coming out of our schools and in the future I would envision us competing with the world well-known famous hospitality management schools existent in Switzerland.

9. Considering the goals expressed by the Government for this public reform, how do you perceive the performance of your organization in relation to these objectives?

I believe we will be able to continuously work towards them. In the learning battle we are in a long term industry, so visible wins will only come after a few years.

10. Considering the evolution in the last two years how would you perceive the development of your organization?

We are already collecting dividends of our hard work but the best is yet to come.

CHMT (CENTRO HOSPITALAR DO MÉDIO TEJO EPE – Hospitals of Tomar, Torres Novas and Abrantes

Interview with:

- Hospital Director (Doctor) and Quality Manager for the Hospital Center where the three hospitals referred above were integrated.

1. What are the biggest current challenges of your organization?

One of our biggest challenges besides our dimension is that we have our workforce spread in three different hospitals, so we need a lot of work consisting of internal reorganization.

2. What are the main goals of this public reform program?

Reorganize the services in a more efficient way, eliminate duplicate functions, cost costs and create shared services for IT, HR and Financial services.

3. Do you feel that your organization already has some “resources in advance of change” that might be helpful in this process?

Well in reality these are still somehow three different organizations and the levels of service were quite reasonable in all of them, so our intention is to capitalize on those good roots.

4. Do you believe that stress plays an important role in the workers’ perception of these organizational changes?

Undoubtedly, stress has been present also because I must admit everything looks quite chaotic and we really need to quickly implement new policies and procedures to regain our balance and more structured and productive services.

5. What type of behaviors have you identified as resistant to this change program?

People feel lost and have lost their identity, they belong to this big structure that hasn’t had time to develop a personality and a specific culture, so they are quite homeless right now. We intend to shift this as soon as possible it’s one of our main priorities.

6. Do you believe that performance will be affected in a first moment in order to boost in a second moment or will it be a more linear and incremental change process?

Yes our performance levels have lowered significantly for these adjustment reasons that I have mentioned, but we believe that in the future we might become more specialized and better health service providers. At least that is the belief underneath these changes, because as a doctor I might tell you that I prefer small structures and closeness to the final patient.

- 7. What is the role of virtuousness (virtues such as trust, optimism, integrity, compassion and forgiveness) in this change process? What about positive interactions, is it important to communicate clear objectives and give support to people?**

These values have saved this process because in the lack of formalized structures everyone is quite trustful and reliable on one another to survive within this big model. I am very privileged to work in a sector where these values are still present and these hospitals eventually because they are outside the big central cities that are very positive, optimistic and tolerant with this project.

- 8. Comparing with other public institutions that are somehow similar and comparable to yours how would you perceive the performance of your organization in terms of service quality, innovation and productivity?**

We still have to prove and gain legitimacy and hopefully we will be able to do that soon enough.

- 9. Considering the goals expressed by the Government for this public reform, how do you perceive the performance of your organization in relation to these objectives?**

Well, we will surely achieve them, the big question is if this will bring better services for our population and hopefully we will manage this political decision to the best of our expertise and commitment which doesn't mean this is the model we believe in, but that's another long story.

- 10. Considering the evolution in the last two years how would you perceive the development of your organization?**

I believe that we have done a great effort to be in the best possible position under the circumstances, but obviously there is still a lot to be done.