

Supportive Climate and Dedication: Analyzing the Role of Self-Efficacy and Job Tenure Among Public Employees*

Clima de Apoyo y Dedicación: Analizando el Papel de la Autoeficacia y la Antigüedad Laboral en Trabajadores Públicos

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Abstract

Self-efficacy is a personal resource that mediates between antecedent and consequent variables. This study aimed to analyze the influence of a supportive climate on dedication through the mediation of self-efficacy and the moderating role of job

tenure among public employees, within the framework of the Job Demands-Resources Theory. The sample consisted of 325 public employees, all belonging to the administrative staff of a Spanish university, who completed a sociodemographic and work-related data sheet, the FOCUS-93 (First Organizational Climate/Culture Unified Search), the PCQ-12 (Psychological Capital Questionnaire), and the UWES-9 (Utrecht Work Engagement Scale). Data were analyzed using descriptive statistics, Pearson's correlation coefficient, and regression analysis with PROCESS. The findings suggest that the influence of a supportive climate on dedication through self-efficacy was positive. Furthermore, higher job tenure moderates the relationship between a supportive climate and self-efficacy. In conclusion, the perception of a supportive climate influences dedication through the mediating of self-efficacy, but this moderates by job tenure. The theoretical and practical implications for public management are discussed. Cultivating resources such as a

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supportive climate and self-efficacy becomes a healthy organizational practice that improves dedication, especially among employees with longer job tenure.

Keywords: public management; job tenure; self-efficacy; supportive climate; dedication

Resumen

La autoeficacia es un recurso personal que media entre variables antecedentes y consecuentes. Este estudio tuvo como objetivo analizar la influencia del clima de apoyo sobre la dedicación a través de la mediación de la autoeficacia y el rol moderador de la antigüedad laboral entre los empleados públicos, en el marco de la Teoría Demandas y Recursos Laborales. La muestra estuvo conformada por 325 empleados públicos, todos ellos del área administrativa de una universidad española, quienes respondieron una ficha de datos sociodemográficos y laborales, el FOCUS-93 (First Organizational Climate/Culture Unified Search), el PCQ-12 (Psychological Capital Questionnaire), y el UWES-9 (Utrecht Work Engagement Scale). Los datos se analizaron mediante estadística descriptiva, coeficiente de Pearson y análisis de regresión con PROCESS. Los resultados sugieren que la influencia de un clima de apoyo sobre la dedicación a través de la autoeficacia fue positiva. Además, una mayor antigüedad en el puesto moderó la relación entre el clima de apoyo y la autoeficacia. En conclusión, la percepción de un clima de apoyo influye en la dedicación a través de la mediación de la autoeficacia, pero ésta se ve moderada por la antigüedad en el puesto. Se discuten las implicaciones teóricas y prácticas para la gestión pública. Cultivar recursos

como el clima de apoyo y la autoeficacia se convierte en una práctica organizacional saludable que mejora la dedicación de los empleados, especialmente en aquellos con mayor permanencia en el puesto.

Palabras clave: dedicación; administración pública; antigüedad laboral; autoeficacia; clima de apoyo

Introduction

Public management faces an unprecedented set due to ongoing crises (OECD, 2023). To address them, it is necessary to focus on the well-being of employees, who are the key to improving public services and providing timely responses in times of change (Pecino et al., 2019; Ye et al., 2021).

Public management has been characterized by bureaucratic approaches (Bason & Austin, 2022). In Spain, citizens associate bureaucracy with attributes such as slowness, formalism, and distant treatment (Arenilla, 2017). This way of managing public administration leads to employees having specific job demands (Martínez-Díaz et al., 2021), which can sometimes be contradictory (Røhnebæk & Breit, 2022). In this context, the way demands and resources are managed in public management directly influences employees (Bakker & Demerouti, 2017). Faced with this reality, it is crucial to consider the role of psychosocial well-being and the motivation of public employees (Bakker, 2015).

Positive organizational psychology provides tools for human resources departments to focus on workers' capabilities and well-being (van Zyl et al., 2024). Thus, it offers

comprehensive elements for understanding work relationships through the study of psychosocial resources such as supportive climate and self-efficacy (Luthans et al., 2008), whose relationship can be influenced by variables such as job tenure (Larsson et al., 2012). These resources can play a fundamental role at both individual and organizational levels, as they have the potential to foster work dedication (Salanova et al., 2019).

This study aims to contribute to the advancement of research in this field and to add to empirical knowledge on the behavior of workers who make public management possible. To achieve this goal, the variables: supportive climate, self-efficacy, dedication, and job tenure are conceptually defined. Subsequently, the theory of job demands and resources is used as an explanatory framework for these psychological phenomena, facilitating the presentation of the research objective and hypotheses guiding this investigation.

Conceptual framework

Supportive climate refers to employees' perception of the support they receive from colleagues, other departments, or supervisors, which contributes to their task success (Luthans et al., 2008). A supportive organizational environment facilitates organizational change processes, mitigates exhaustion caused by psychosocial risks in the organization, and reduces negative effects on employees (Ferreira et al., 2018; Hayat & Afshari, 2020; Villavicencio-Ayub et al., 2022). Supportive climate is key to

dedication at work (Fajardo-Castro et al., 2024). Furthermore, perceived social support within work teams can enhance psychological resources such as self-efficacy (Khan et al., 2022; Vilariño del Castillo & Lopez-Zafra, 2022). In other words, self-efficacy is strengthened in a supportive climate (Purnama et al., 2021).

Following this line of thought, self-efficacy is the belief in one's capabilities to achieve a specific goal, utilizing cognitive, motivational, affective, and behavioral faculties (Benight & Bandura, 2004). Thus, it is associated with confidence in facing challenging demands (Luthans & Youssef-Morgan, 2017) and generating positive spirals (Mañas et al., 2020). Previous research has presented self-efficacy as a mediating and moderating variable (Li et al., 2022; Neneh, 2022; Wu et al., 2022; Yao et al., 2021). Self-efficacy predicts dedication in public employees (Williams et al., 2010). Additionally, several studies have shown the relationship between self-efficacy and engagement (Mardiana & Wijono, 2023; Skaalvik & Skaalvik, 2023; Zhao & Cao, 2023).

It is worth noting that dedication refers to participation and a strong commitment to work, accompanied by enthusiasm, inspiration, pride, meaning, and challenge (Schaufeli, 2018). Moreover, dedication allows the worker to experience a sense of transcendence (Salanova et al., 2019). Dedication is positively related to supervisor support, optimism, vigor, absorption, and negatively associated with cynicism, job insecurity, emotional exhaustion, and professional inefficacy (Acuña-Hormazabal et al., 2021; Guidetti et al., 2022). Furthermore,

it has been observed that job tenure is associated with both lower (Carrillo, 2020) and higher dedication (Ocampo-Álvarez et al., 2021).

In line with the above, job tenure is defined as the time a person spends in a specific role (Ng & Feldman, 2013). The reviewed studies demonstrate that higher job tenure is associated with stronger beliefs in self-efficacy (Larsson et al., 2012; Maffei et al., 2012). Likewise, job tenure influences affective commitment, emotional exhaustion, and absenteeism among workers (Berón et al., 2021; Jaime, 2020; Vargas Salgado & Gómez Bull, 2021).

Other studies present inconsistent findings on the relationship between job tenure and psychological variables. For example, longer job tenure is associated with greater emotional exhaustion (Caravaca-Sánchez et al., 2022), poorer health, and lower levels of engagement (Talavera-Velasco et al., 2021). In contrast, significant differences have been found in public service employees regarding burnout syndrome based on job tenure, with those having more than ten years of experience in their occupation reporting less burnout (Bringas et al., 2020).

Job Demands-Resources Theory

The Job Demands-Resources (JD-R) theory provides a useful framework for understanding how working conditions affect employee well-being and performance in the context of public management. This theory is a solid and influential theoretical framework for understanding worker well-being, partly because of its flexibility and

ability to integrate a wide range of job characteristics. This job design theory posits that organizational structure impacts both worker well-being and performance (Bakker, 2015; Bakker & Demerouti, 2024).

The JD-R theory proposes that interactions in work contexts can generate well-being or distress in individuals, and these outcomes depend on the relationship between demands and resources (with this study focusing on resources). Demands refer to the physical, psychological, organizational, or social elements that require effort, while resources reduce job demands and facilitate goal achievement, and stimulate employee development. Therefore, this theory posits that the relationship between demands and resources leads to personal and organizational consequences. In the field of public management, this theory highlights the importance of providing sufficient labor resources to counteract high demands (Bakker, 2015; Bakker & Demerouti, 2024).

Therefore, implementing management policies that align these demands and resources is key to fostering a healthier and more efficient working environment in the public sector. Thus, the relationship between work dedication (positive outcome), supportive climate (job resource), and self-efficacy (personal resource) is supported in this study by the JD-R theory (see Figure 1).

Although the evidence supports the role of self-efficacy in various work contexts, the results are inconsistent, and more research is needed to enhance our understanding, especially among public sector employees. For example, Sloan (2014) found that self-efficacy mitigates the consequences of emotional

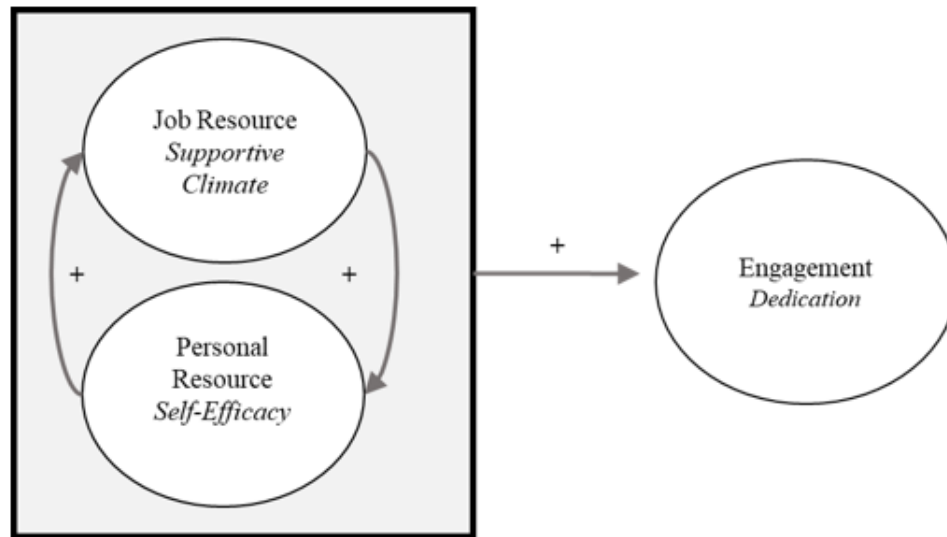


Figure 1. *Job Demands- Resources Theory*
Source: own elaboration.

labor in public workers. In the same vein, Quratulain et al., (2021) emphasize the importance of continuing to study this variable in public administration employees, as the specificities of this sector may modify the expected behavior of self-efficacy (Rego et al., 2010).

Furthermore, the JD-R theory suggests that different contextual factors, including job tenure, can influence psychosocial variables. For a social variable such as supportive climate to affect work dedication, it may require the mediation of a personal resource like self-efficacy. In this sense, positive perceptions of a supportive climate can create a conducive environment for developing self-efficacy. As an illustration, if a worker makes a mistake but perceives a supportive climate, they will feel supported by their team even in the face of failure. This strategy allows them to maintain confidence in their abilities and, as a result, improve the quality of their tasks. Furthermore, the relationship between

supportive climate and self-efficacy can be moderated by job tenure; having more time in the organization can strengthen supportive relationships, enhancing workers' self-efficacy.

Based on the above, this study proposes a predictive model, specifically a moderated mediation model (see Figure 2) to examine the influence of the supportive climate on dedication through the mediation of self-efficacy and the moderating role of job tenure in Spanish public administration employees. Consequently, the following hypotheses are derived:

- Hypothesis 1 (H1): Supportive climate has a statistically positive relationship with self-efficacy among public employees.
- Hypothesis 2 (H2): Self-efficacy has a statistically positive relationship with dedication among public employees.
- Hypothesis 3 (H3): Self-efficacy positively mediates the relationship

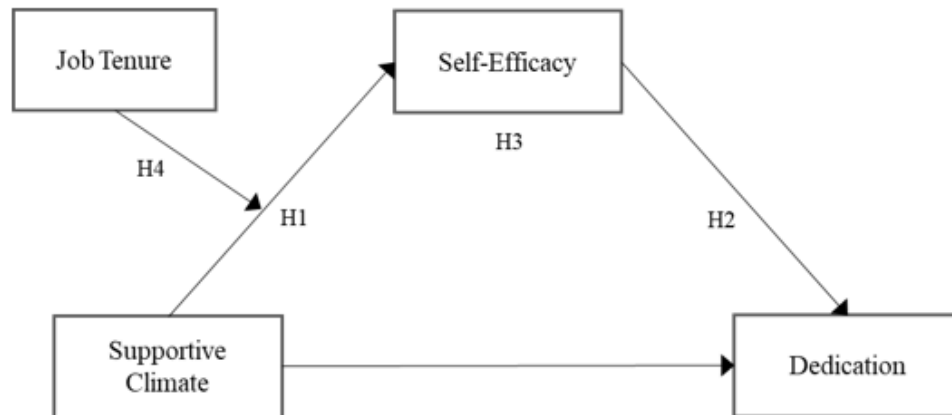


Figure 2. *Predictive Research Model*

Source: own elaboration.

supportive climate and dedication among public employees

- Hypothesis 4 (H4): Greater job tenure positively moderates the relationship between supportive climate and self-efficacy among public employees

In studying these relationships and identifying psychosocial factors that influence work dedication, relevant insights are provided for organizational management of public employees, contributing equally to the creation of a healthy organizational environment.

Method

Participants

From non-probabilistic sampling, 325 workers (204 women, 117 men, and 4 individuals who chose not to answer the gender question) participated, all from the administrative area of a public university in Spain. Table 1 presents the characterization of the sample.

Instruments

The FOCUS-93 questionnaire (First Organizational Climate/Culture Unified Search) was used to assess the supportive climate with items 1, 2, and 3 (e.g., interest and support are shown for colleagues' personal problems) (Van Muijen & et al., 1999). The responses were in a 7-point Likert format, ranging from 1 = Strongly Disagree to 7 = Strongly Agree. The internal consistency of the scale was satisfactory ($\alpha = .920$).

The PCQ-12 (Psychological Capital Questionnaire) was used to evaluate self-efficacy with items 1, 2, and 3 (e.g., I would feel confident if I had to present information to a group of colleagues) (Luthans et al., 2007). All items had a Likert response format, ranging from 1 = Strongly Disagree to 6 = Strongly Agree. The internal consistency of the scale was satisfactory ($\alpha = .829$).

The UWES-9 questionnaire (Utrecht Work Engagement Scale) was utilized to assess the dedication with items 3, 4, and 7 (e.g., my work inspires me) (Schaufeli et al., 2002). The

Demographic variable	Response option	Frequency (N)	Percentage (%)
Job tenure	One year or less	30	9.2
	Between 2 and 4 years	17	5.2
	Between 5 and 10 years	36	11.1
	Between 11 and 20 years	77	23.7
	Between 21 and 25 years	51	15.7
	> 26 years	114	35.1
Level of education	Primary School	6	1.8
	Secondary School	8	2.5
	High School Diploma	57	17.5
	Diploma Course	55	16.9
	Bachelor's Degree	120	36.9
	Master's Degree	57	17.5
	Doctorate Degree	22	6.8
Age	< 26 years	3	0.9
	Between 26 and 30	6	1.8
	Between 31 and 35	8	2.5
	Between 36 and 40	25	7.7
	Between 41 and 45	24	7.4
	Between 46 and 50	38	11.7
	Between 51 and 55	88	27.1
	Between 56 and 60	97	29.8
	> 60 years old	36	11.1
Contractual type	Civil servant	173	53.2
	Job-related	152	46.8
Type of position	Tenured	231	71.1
	Interim	76	23.4
	Temporary	18	5.5

Table 1. Frequency and percentages of sociodemographic and work-related variables

Source: own elaboration

responses were in a 7-point Likert format, ranging from 0 = Never/Not at all to 6 = Always/Every day. In this study, the reliability was satisfactory ($\alpha = .933$).

In addition, the researchers constructed an *ad hoc* demographic and work data sheet, which included questions about job tenure, level of education, age, contract type, and type of position.

Procedure

Initially, the director of the public institution was contacted. Once approval was obtained, the directors of each service and the union members were informed of the purpose of the study. All workers were informed about the importance of the study and their participation. Additionally, they were assured of confidentiality and anonymity. Subsequently, the questionnaire was completed during the workday, during which several members of the research team were always available to answer questions. The information was collected using Google Forms. The ethics committee of the University of Almería endorsed the project. Participants signed the informed consent.

Data Analysis

For data analysis, linear correlations were calculated using Pearson's coefficient (r) among supportive climate, self-efficacy, and dedication factors, assuming a significance level of $p < .05$. On the other hand, reliability was assessed using Cronbach's Alpha.

Mediation and moderation analyses were carried out using the nonparametric bootstrapping procedure, which allows

the estimation of direct and indirect influences. The PROCESS package in SPSS version 4.2 beta (Hayes, 2022) was used for the analyses. Following Hayes's suggestion, a multi-step mediation analysis was conducted. The influence of supportive climate on dedication was analyzed in the context of self-efficacy and job tenure in the organization, representing the mediator and the moderator, respectively (Model 7 in PROCESS). The indirect and conditional influences were considered significant if the bias-corrected bootstrapped confidence intervals (CI) of 95% based on 10,000 bootstrap samples did not include zero.

Results

Descriptive statistics and linear correlation between the independent variable (supportive climate) and the dependent variables (self-efficacy and dedication) are presented in Table 2. The supportive climate showed a statistically significant and positive relationship with dedication ($p = .001$), while self-efficacy and dedication correlated directly and significantly ($p = .013$). However, supportive climate did not show a statistically significant correlation with self-efficacy ($p = .515$).

Table 3 and Figure 3 present the moderated mediation model analyses, to analyze whether the relationship between supportive climate (X) and dedication (Y) is mediated by self-efficacy (M) and whether this mediation is moderated by the level of job tenure (W). Supportive climate has a significant and negative effect on self-efficacy ($\beta = .281$), $p = .026$). Job tenure alone does not have a

Variables	M	SD	2	3
1. Supportive climate	5.218	1.487	.036	.488**
2. Self-efficacy	4.498	1.053		.138*
3. Dedication	4.636	1.650		

Table 2. Correlation between supportive climate, self-efficacy, and dedication

Note: Self-efficacy; 3 = Dedication. * $p < .05$, ** $p < .01$.

Source: own elaboration.

significant impact on self-efficacy ($\beta = .263$), $p = .083$). However, adding the effects of supportive climate and job tenure yields a positive and significant effect on self-efficacy ($\beta = .071$), $p = .008$).

The second model shows that the supportive climate is a significant predictor ($\beta = .537$), $p = .000$) for the criterion variable (dedication); similarly, self-efficacy predicted dedication ($\beta = .189$), $p = .013$). The moderated mediation analysis indicated that the effect of the supportive climate on the participants' self-efficacy was dependent on their tenure in the organization (interaction coefficient: supportive climate x tenure).

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In turn, Table 4 shows that the conditional indirect effect of supportive climate on dedication, through job tenure, is negative and not significant for the low level ($\beta =$

.013, SE = .011, 95% CI= [-.038, .006]); for the medium level of job tenure the effect is positive, but only marginally significant ($\beta = .013$, SE = .009, 95% CI = [-.000, .036]). However, when the job tenure level is high, the effect is positive and significant ($\beta = .027$, SE = .014, 95% CI= [.003, .060]). Therefore, the strength of the indirect effect depends significantly on the level of job tenure. As job tenure increases, the mediating effect of self-efficacy in the relationship between supportive climate and dedication becomes significantly stronger.

Now, Table 5 and Figure 4 present an analysis using the Johnson-Neyman technique. The indirect effect of supportive climate on dedication through self-efficacy at different levels of job tenure is depicted. The results show two significant regions (job tenure scores ranging from 1.000 to 1.263 and from 5.148 to 6.000). In the first region the effect is negative, while in the second region, the effect is positive.

Discussion

This research aims to analyze the influence of supportive climate on dedication through the mediation of self-efficacy and the moderating role of job tenure in Spanish public administration employees. To our

				Bootstrapping BC 95% CI	
Variables	Coefficient	SE	<i>p</i>	Lower	Upper
Model 1 (Self-efficacy)					
Constant	5.513	.7165	.000	4.104	6.923
Supportive climate (X)	-.281	.126	.026	-.528	-.033
Tenure (W)	-.263	.151	.083	-.559	.034
X W	.071	.027	.008	.018	.123
R ² = .059, F = 6.71, <i>p</i> = .000					
Model 2 (Dedication)					
Constant	.986	.439	.025	.122	1.850
Supportive climate (X)	.537	.054	.000	.431	.641
Self-efficacy (M)	.189	.076	.013	.040	.337
Index of moderated mediation = .013, BootSE = .007, BootLLCI = .002, BootULCI = .029					

Table 3. Moderated mediation analysis

Note: SE = Standard Error; p = p-value; BC CI = Bias-Corrected Confidence Interval; R² = Coefficient of Determination; F = F-statistic.
Source: own elaboration.

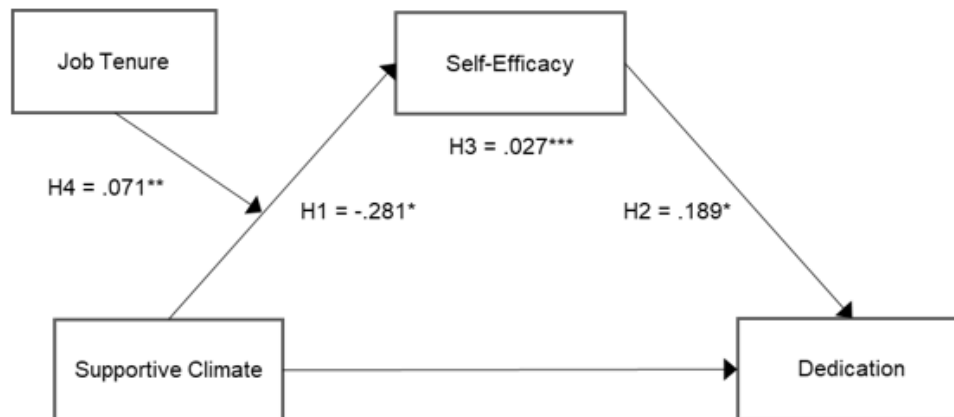


Figure 3. Moderated mediation model

Note: *p < .05 ** p < .01 *** p < .001.
Source: own elaboration.

Indirect effect	Coefficient	SE	Bootstrapping BC 95% CI	
			Lower	Upper
Low level of job tenure	-.013	.011	-.038	.006
Medium level of job tenure	.013	.009	-.000	.036
High level of job tenure	.027	.014	.003	.060

Table 4. Conditional indirect effect of supportive climate (*X*) on dedication (*Y*) through self-efficacy as a function of job tenure (*W*)

Note: SE = Standard Error; BC CI = Bias-Corrected Confidence Interval.

Source: own elaboration

Johnson–Neyman Technique						
Job tenure scores	Coefficient	SE	T	p	Bootstrapping BC 95% CI	
					Lower	Upper
1.000	-.210	.101	-2.086	.038	-.409	-.012
1.263	-.192	.094	-2.031	.043	-.377	-.006
1.523	-.173	.088	-1.967	.050	-.347	.000
1.526	-.173	.088	-1.967	.050	-.346	.000
1.790	-.155	.082	-1.889	.060	-.315	.006
2.053	-.136	.076	-1.796	.073	-.285	.013
2.316	-.117	.070	-1.683	.093	-.254	.020
2.579	-.099	.064	-1.542	.124	-.224	.027
2.842	-.080	.059	-1.368	.172	-.195	.035
3.105	-.061	.053	-1.150	.251	-.166	.044
3.368	-.043	.049	-0.877	.381	-.139	.053
3.632	-.024	.045	-0.539	.590	-.112	.064
3.895	-.006	.042	-0.133	.895	-.088	.076
4.158	.013	.040	0.332	.741	-.065	.091
4.421	.032	.039	0.823	.411	-.044	.108
4.684	.050	.039	1.297	.196	-.026	.127
4.947	.069	.040	1.709	.088	-.010	.148
5.148	.083	.042	1.967	.050	.000	.166
5.211	.088	.043	2.038	.042	.003	.172
5.474	.106	.047	2.282	.023	.015	.198
5.737	.125	.051	2.456	.015	.025	.225
6.000	.143	.056	2.577	.010	.034	.253

Table 5. Conditional effect of focal predictor at values of the moderator

Note: SE = Standard Error; T = T-statistic; p = p-value; BC CI = Bias-Corrected Confidence Interval. Source: own elaboration.

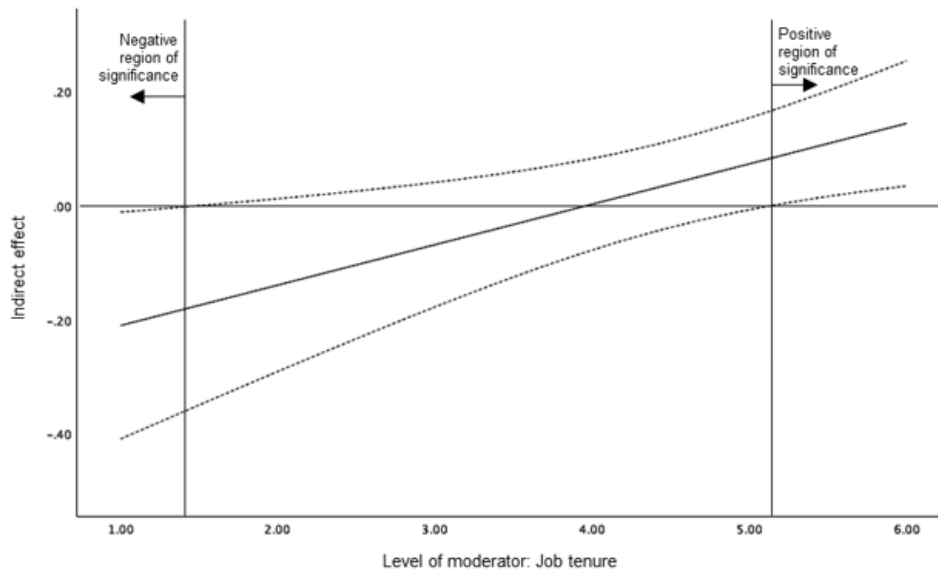


Figure 4. Conditional indirect effect of supportive climate (X) on dedication (Y) through self-efficacy as a function of job tenure (W)
Source: own elaboration.

knowledge, this is the first study to address these relationships within the framework of Job Demands-Resources (JD-R) theory. The results reveal that the supportive climate significantly influences dedication through the mediating effect of self-efficacy, which is moderated by tenure in the organization. In other words, the greater the tenure, the better the relationship between supportive climate and self-efficacy.

This finding suggests that in public employees engaged in administrative tasks at a Spanish university, the relationship between supportive climate and self-efficacy strengthen over time and with the accumulation of work experience. The above indicates that tenure in the organization is a positive moderating factor. Consequently, both self-efficacy and tenure in the organization serve as protective resources

for public employees. On the one hand, self-efficacy allows them to maintain a solid belief in their abilities, which positively influences their dedication to their work. On the other hand, tenure in the organization enhances the relationship between supportive climate and self-efficacy, further strengthening dedication. Now, the findings lead to rejection of H1: the supportive climate has a statistically positive relationship with self-efficacy among public employees. It is essential to discuss the direction of this relationship, as it is contrary to what was expected; that is, it is negative. Therefore, support climate negatively predicts self-efficacy. This means that as public employees perceive more support from their work environment, their self-efficacy decreases. This opposes what has been found in other studies (Khan et al., 2022;

Kwon, 2018; Vilariño del Castillo & Lopez-Zafra, 2022).

It is important to consider that the negative direction in this relationship could be due to the peculiarities of interactions, conditions, and work demands in public management (Martínez-Díaz et al., 2021). In this sense, Røhnebæk & Breit (2022) argue that public service organizations operate in scenarios that are complex and paradoxical. Indeed, finding that as support increases, the perception of capability decreases represents a paradox among Spanish public administration workers. For instance, interim contracts or short-term hiring could create a competitive workplace among coworkers for greater job stability. These factors could help explain the inverse relationship between supportive climate and self-efficacy in this context.

On the other hand, H2 is supported by the research findings: self-efficacy has a statistically positive relationship with dedication, which coincides with a previous study conducted with public-sector workers (Williams et al., 2010). This suggests that when public employees believe in their abilities, their work dedication increases. This finding highlights the importance of strengthening self-efficacy, which aligns with recommendations given by positive psychology for promoting engagement (Ouweneel et al., 2013; Salanova et al., 2019). Likewise, H3 is accepted: self-efficacy positively mediates the relationship between supportive climate and dedication among public employees. This is consistent with previous studies that highlight the mediating role of self-efficacy between antecedent and outcome variables (Bu et al., 2021; Wu

et al., 2022; Yao et al., 2021). Therefore, self-efficacy is a key resource that enhances the positive effects of supportive climate on work dedication.

Similarly, H4 is accepted: greater job tenure in the organization positively moderates the relationship between supportive climate and self-efficacy among public employees. As mentioned above, this study found that supportive climate negatively predicts self-efficacy. However, when job tenure moderates this relationship, it alters its dynamics; having more seniority in the organization turns the relationship between supportive climate and self-efficacy into a positive one. This finding suggests that a supportive climate positively impacts self-efficacy only among workers who have been in the organization longer. Following the above, Leroy et al. (2007) identified that seniority had a significant positive impact on autonomy support, which was mediated by self-efficacy. When job tenure is introduced, the influence of supportive climate on self-efficacy becomes positive: the more support they receive, the more self-efficacious long-tenure employees perceive themselves to be. This implies that the more senior the worker, the more positively supportive climate predicts self-efficacy, while it has a negative impact when seniority is low. These results point toward recognizing greater job tenure as a factor that protects workers. Workers with little job seniority may be in the process of adaptation and learning in their job, which can generate greater insecurities about the tasks they perform compared to those workers who have been working in the organization for more years, implying greater familiarity with

work practices, a stronger support network, and greater knowledge of the organizational climate and culture.

Our findings are consistent with the study of Larsson et al. (2012), who found that organizational climate is associated with self-efficacy, while those with greater seniority perceive themselves as more self-efficacious. Therefore, job tenure should be a variable to consider when addressing engagement (OECD, 2023), specifically dedication.

In conclusion, this study suggests that, although it is important, merely providing a supportive organizational climate is not sufficient to yield a positive impact on dedication. For this reason, it is important to recognize that self-efficacy plays a role in leveraging or enhancing dedication, particularly among workers with greater seniority.

Limitations and future research agenda

It is important to consider some limitations. Firstly, participants came from the same organization and held administrative roles, which may limit the applicability of the findings to other organizational contexts. Secondly, self-reports were used, and although these are widely used in psychological research, there may be biases in the participants' responses, which could affect the accuracy of the findings. Thirdly, this study was cross-sectional, which may limit understanding of the causal relationships between the variables studied and does not allow the identification of possible variations over time. Fourthly, these results were obtained from a Spanish organization, governed by the principles

and structure of public administration in this country, which may influence the results presented. These limitations should be considered when analyzing the findings and can serve as starting points for future research that addresses these limitations and expands knowledge in this field.

In line with the above, future research could study the variables addressed in this research in public, private, and mixed organizations from different industrial sectors, in addition to including the cross-cultural perspective. This type of work would allow a more comprehensive view of how these psychosocial variables impact job dedication in different work contexts. In addition, it is recommended to complement self-reports with performance indicators, absenteeism, or performance evaluations, among others. The combination of these measures could enhance the reliability of the data. Longitudinal studies are suggested to examine the relationship between supportive climate, self-efficacy, and dedication over time. These longitudinal investigations would provide a deeper understanding of the direction and nature of these relationships and possible changes and variations over the course of individuals' work trajectories. Finally, considering the importance of a supportive climate, it is essential to examine whether it can serve as a mediator in the relationship between antecedent and outcome variables.

In addition to the above, it would be important for future research to examine the behavior of the variables addressed here in relation to gender. In this regard, studies have been conducted exploring gender and discussing the role of women in Spanish

public administration (Campos Acuña, 2022; Cuadrado-Ballesteros et al., 2022). It is essential to continue advancing in this direction.

Theoretical and practical implications

After identifying that the supportive climate significantly influences dedication through the mediating effect of self-efficacy, which is moderated by tenure in the organization, we believe that these results have important theoretical and, above all, practical implications for public management.

The findings reported here have theoretical implications. The JD-R theory (Bakker et al., 2023; Bakker & Demerouti, 2007) confirms the motivational process through which the supportive climate influences dedication among public employees. It also demonstrates the significant role of social resources at the team level (supportive climate), personal resources (self-efficacy), and contextual resources (job tenure) in organizational outcomes (dedication). Most importantly, it demonstrates the mediating and protective role of self-efficacy and job tenure. This theoretical model brings us closer to practical implications, as it can guide actions aimed at managing human resources in public organizations, making the provision of opportunities for professional development fundamental.

It is important to implement strategic programs for the development of human resources, especially to improve self-efficacy, as it can be trained and developed (Luthans et al., 2006), and healthy organizational practices can be a means to achieve this. Previous studies have examined both the

design of interventions (Delgado-Abella et al., 2024) and the positive outcomes associated with psychological capital training programs (Varas & Silgo, 2021). In this regard, our results can guide the design and redesign of career plans, performance evaluations, and practices to manage organizational climate and work dedication. These programs should focus on increasing employee engagement, which is key for the success of public management policies and practices.

The extended tenure of individuals within organizations enables them to build relationships, appreciate support from their colleagues, develop self-efficacy, and ultimately exhibit greater dedication to their work. Following the recommendations of (Bakker et al., 2023), these interventions should adopt a multilevel approach.

In this regard, positive organizational psychology, by studying positive experiences at work and facilitating optimal functioning in work contexts (Martín-Del-Río et al., 2021), can continue to promote to the expansion of knowledge about psychosocial protective factors in public employees through relevant contributions to the study and improvement of occupational health.

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