

Relationship of Public Service Motivation with Organizational Commitment and Job Satisfaction: A Mediating Role of Person-Organization Fit in Afghanistan's Public Sector

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Abstract

This study aimed to determine the relationship between public service motivation (PSM) and both employees' job satisfaction and organizational commitment in Afghanistan's public sector. The study used a quantitative research design, incorporating PSM theory and person-organization fit theory into its framework. Participants included 498 employees from 25 departments within the Ministry of Energy and Water. Data gathered through self-reported questionnaires were analyzed through structural equation modelling, using SPSS and AMOS software. Results showed a positive relationship between PSM with organizational commitment and job satisfaction through person-organization fit mediation, indicating that the government pays more attention to PSM, because it is a predictor of organizational commitment and job satisfaction. The organizational culture of public sectors in war-torn Afghanistan may not fit very well with the employees with high PSM and so differentiate itself from those in other developing and developed countries. The country's public sector is still undergoing restructuring and development. Therefore, this study makes a significant contribution to existing literature by exploring the ways PSM affects job satisfaction and organizational commitment in a public sector environment undergoing structural reforms.

Keywords: Public Service Motivation, Person-Organization Fit, Organisational Commitment, Job Satisfaction

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Introduction

From a theoretical perspective, much literature has analyzed the relationship between PSM and work attitudes. However, it is important to understand how a mediator, e.g., person-organization (P-O) fit, would explain the relationship between public service motivation (PSM) and work attitudes. This is significant, because P-O fit, as a mediator, would provide a mechanism through which PSM can bring about changes in work attitudes. PSM theory postulates that it has a positive relationship with work attitudes (Perry & Wise, 1990; Perry & Hondeghem, 2008). Considering its four dimensions-attraction to policy making, commitment to public interest, self-sacrifice, and compassion- an individual with higher PSM should have higher job satisfaction and organizational commitment (Pandey & Stazyk, 2008; Perry & Wise, 1990). Therefore, both Castaing (2006) and Kim (2010) argued that PSM, as a combination of these four motives, influences employees' work attitudes.

However, few researchers have argued that another variable may play a mediating role, P-O fit, in determining how PSM shapes work attitudes. In this regard, researchers, such as Bright (2008), Kim (2012), and Wright and Pandey (2008), have stipulated that in the presence of P-O fit serving as a mediator between PSM and employee work attitudes, PSM does not indicate a positive relationship with job satisfaction and organizational commitment. Furthermore, P-O fit theory claims that in the presence of P-O fit as a mediating variable, PSM does not have a positive relationship, but rather an inverse relationship with work attitudes, such as job satisfaction and organizational commitment (Bright, 2007, 2008; Wright Pandey, 2008). Therefore, assuming that P-O fit is a full mediator for the factors in this study will help clarify the associations between PSM, job satisfaction, and organizational commitment, and P-O fit.

In Afghanistan, decades of war and conflict have destroyed the civil service sector in the country. From this destruction arose many problems, such as low institutional capacity, lack of qualified professionals, corruption, and weak public services delivery. This fact may be problematic. Basically we expect the partial or full mediation of P-O fit for the PSM-work attitude relationship. However, in the Afghanistan government, some employees may have high PSM but their organizational commitment and job satisfaction did not seem to be high or even low. Here we expect that PSM may have an insignificant or even negative relationship with a person-organization fit, due to potential non-pro or anti-PSM organizational climate and then have an insignificant or negative indirect relationship with job

satisfaction. This perspective has not been explicitly explored in the literature to our knowledge.

One of the measures taken by Afghanistan's Interim Government was the establishment of the Independent Administrative Reform and Civil Service Commission (IARCSC) from December 22, 2001 to July 13, 2002. Its main functions were to regulate the public sector workforce affairs, conduct a public service jobs needs assessment on a regular basis, ensure merit-based recruitment, and ensure good governance in the public sector. IARCSC implemented significant changes, mainly in HRM practices, but it is not clear whether the Commission has successfully cultivated the organizational culture to fit with PSM, which is to be empirically investigated. Therefore, it is pertinent to develop an understanding on whether and how PSM influences job satisfaction and organizational commitment through the mediation of P-O fit in the case of Afghanistan government.

The primary purpose of this study is to determine the relationship between PSM and both job satisfaction and organizational commitment in the public sector. Regarding the previous discussion on the nature of the PSM and work attitude relationship, past researchers were able to determine that this association is "indirect" when P-O fit is introduced as a partial mediator (Wright & Pandey, 2008). On the other hand, researchers like Hollósy-Vadász (2018), Kim (2010), and Taylor (2008) have identified a direct relationship between these factors.

To reconcile this dilemma, this study attempts to examine the relationship between PSM and work attitudes, namely organizational commitment and job satisfaction, with and without a mediating variable. Specifically, it seeks to answer the following questions:

- 1) Does employees' PSM have a direct positive relationship with organizational commitment?
- 2) Does employees' PSM have a direct positive relationship with job satisfaction?
- 3) Does employees' PSM have an indirect positive relationship with organizational commitment through P-O fit as a partial mediator?
- 4) Does employees' PSM have an indirect positive relationship with job satisfaction through P-O fit as a partial mediator?

The remainder of the paper is organized such that following section discusses the previous literary work, hypothesis development based on the related theories, and our conceptual framework. Section 3 presents our research methodology including data collection and data analysis, followed

by a discussion on the main findings in section 4. Finally, section 5 concludes the paper.

2. Literature Review

2.1 PSM and Work Attitudes

PSM theory suggests that it positively impacts work attitudes in a given work environment (Perry & Hondeghem, 2008). A review of past studies has indicated that employees with higher PSM levels are able to demonstrate higher levels of work satisfaction and commitment. Thus, in its individual capacity, PSM can be an important determinant of job satisfaction and organizational commitment among employees in the public sector.

Job satisfaction, meanwhile, is defined as a “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1300). Judge, Thoresen, Bono, and Patton (2001) noted job satisfaction as an important factor that is negatively related with absence and stress, but positively associated with performance, motivation, organizational commitment, mental health, and life satisfaction. With regards to the antecedents of job satisfaction, other than PSM, Ellickson and Logsdon (2001) argued that job satisfaction is caused by two different sets of factors, personal and work-related. Their research concluded that it has a significant relationship with incremental factors, such as satisfaction with opportunities, pay, and benefits. Similarly, Bakan and Buyukbese (2013) were also able to determine a significant and positive relationship between job satisfaction and income level.

A literature review on PSM reveals that previous researchers have employed varying conceptual and theoretical frameworks. For instance, a few studies have noted the use of P-O fit as a mediator (e.g. Wright and Pandey, 2008; Bright, 2007), whereas some researchers tested the relationship between PSM and work attitudes without introducing a mediator, and determined a direct relationship between the two factors (Perry and Wise, 1990). That is, an increase in PSM has a favorable impact on the job satisfaction and organizational commitment of public sector employees. Numerous studies have indicated the existence of a positive and direct relationship between PSM and work attitudes (Hollósy-Vadász, 2018; Kim, 2011; Taylor, 2008). Similarly, an indirect relationship has appeared between the same variables, PSM and work attitudes, upon introducing P-O fit as a partial mediator (Wright & Pandey, 2008).

According to Perry and Wise (1990) and Perry and Hondeghem (2008), PSM directly and positively influences work attitude and behaviours. This direct relationship, in the absence of any mediating variable(s), leads to the

assumption that PSM is positively related to organizational commitment. Thus, this study's Hypothesis 1 (H₁), as related to the research question, is as follows: PSM has a direct positive relationship with organizational commitment.

Taylor's (2008) empirical study of public and private sectors in Australia revealed a direct relationship between PSM and job satisfaction. Accordingly, Hollósy-Vadász (2018) concluded a direct and significant relationship between these two elements. Furthermore, in the public service sector, Naff and Crum (1999) directly associated PSM, job satisfaction, and turnover intentions, as did Brewer and Selden (1998) who affirmed a positive and direct relationship between PSM and job satisfaction. This direct relationship between PSM and job satisfaction also appeared in Vandenabeele's (2009) study, conducted in Belgium, and Liu, Tang, and Zhu's (2008) Chinese context. Moreover, Kim (2012) has also confirmed "the argument of PSM theory that PSM is an important independent factor on the work attitudes of public employees" (pp. 836). Kim further claimed that "public employees with high levels of PSM will have significantly greater levels of job satisfaction and organizational commitment, regardless of extent to which the public employee perceives" (pp. 836). Partly different results were found by Zhu et al. (2014). They conducted their research on employees working for a provincial government in China and found that three of the five PSM dimensions (attraction to policy making, commitment to public interest, and self-sacrifice) have a positive and significant relationship with job satisfaction. On the other hand, the relationship between the fourth dimension (willingness to help others) and job satisfaction was not significant, and the fifth dimension (compassion) had a negative correlation with job satisfaction. We may conclude that mostly the literature supports the positive relationship. Thus, it is possible to assume that PSM is positively related to job satisfaction. Thus, this study's Hypothesis 2 (H₂) is: PSM has a direct positive relationship with job satisfaction.

2.2 Person-organization (P-O) Fit

Researchers like Kim (2012) studied this direct relationship, while also attempting to understand how it could be better described upon the introduction of P-O fit. It is important to note here that the role of P-O fit was kept as a moderator in the aforementioned study. Kristof (1996) defined P-O fit as "the compatibility between individuals and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" (pp. 4-5). Through a meta-analysis, Verquer, Beehr, and Wagner (2003) linked P-O fit

with job satisfaction, organizational commitment, and turnover intention. Using the same method, Hoffman and Wowher (2006) identified the relationship between P-O fit and behavioral issues such as organizational citizenship behaviours, turnover, and work performance. Meanwhile, Pandey, Wright, and Moynihan (2008) established the PSM's positive effects on organizational commitment. Their research concluded that when P-O fit was higher, employees' emotional attachment and engagement also rose. This point demonstrates the indirect partial mediating role of P-O fit.

P-O fit theory determined the two last hypotheses for this study. Based on studies claiming that P-O fit acts as a partial mediator between PSM and job satisfaction, or that PSM has an indirect relationship with job satisfaction through value congruence (Pandey et al., 2008; Wright and Pandya, 2008), the current study derived Hypothesis 3 (H3): PSM has an indirect association with organizational commitment through a P-O fit. From a theoretical point of view, if a higher P-O fit level is observed, a corresponding impact will appear in PSM through the partial mediating role of P-O fit. Moreover, as mentioned earlier, Kim (2012) tested a similar hypothesis, assuming a partial mediating role of P-O fit between PSM and organizational commitment. Therefore, this study can test this factor to understand how it helps in developing a better and detailed understanding of the relationship between PSM and organizational commitment. Accordingly, Steijn (2008) showed an indirect association between PSM and job satisfaction, indicating that the relationship is mediated by the P-O fit.

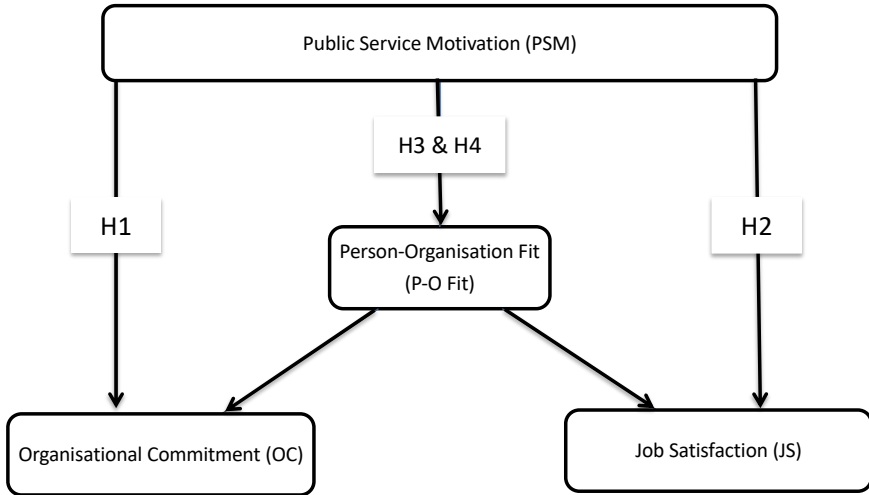
However, apart from the few studies indicating a partial-mediating role, sufficient evidence is lacking to conclude this relationship, especially in the case of a country like Afghanistan, where the public service sector is currently being developed. All of these studies and their reasoning contributed to Hypothesis 4 (H4): PSM has an indirect association with job satisfaction through a P-O fit.

2.3 Conceptual Framework

This study modified Kim's (2012) theoretical model, showing PSM and P-O fit, and their assumed influence on job satisfaction and organizational commitment. Figure 1 shows the variables and indicates how the hypotheses were tested in this research. The variables included PSM as an independent variable, P-O fit as a mediating variable, and job satisfaction and organizational commitment as dependent variables. P-O fit serves as the partial mediator between PSM, and both job satisfaction and organizational commitment. The conceptual framework reflects the direct relationship between PSM and organizational commitment (H1); the direct association between PSM and job satisfaction (H2); the indirect association

between PSM and organizational commitment through P-O fit's partial mediation (H3); and the indirect relationship between PSM and job satisfaction through P-O fit's partial mediation (H4). The framework included age, gender, and grade as control variables.

Figure 1. Conceptual framework.



Source: Adapted from Kim (2012).

3. Research Methodology

3.1 Research Sample

The sample comprised 498 employees and managers from all the 25 departments of the Ministry of Energy and Water in Afghanistan. The respondents were between 18 and 64 years of age (average 38.6 years). A total of 81.7% were males (407 participants) and 18.3% were females (91 participants). Table 1 shows the research participants' profiles.

Table 1. Respondents' Profile and Control Variables

Variable	Obs	Mean	Std. Dev.	Min	Max
Age	498	38.64	12.41	18	62
Gender	498	0.82	0.39	0	1
Grade	498	5.44	1.58	3	8

Source: Authors

3.2 Data Collection

Self-reported questionnaires, created on the basis of PSM, job satisfaction, organizational commitment, and P-O fit literature, served to collect the primary data. The questionnaire comprised five parts: a) personal demographic information, such as age, gender, department, and grade (8 items); b) PSM measuring the four dimensions - attraction to civil service (5 items), commitment to public values (6 items), compassion (5 items), and

self-sacrifice (4 items); c) P-O fit (6 items); d) job satisfaction (5 items); and e) organizational commitment (9 items). A total of 20 items, derived from Kim et al. (2012), pertained to the four dimensions of PSM. Similarly, six items pertaining to P-O fit stemmed from Cable and DeRue (2002), and O'Reilly, Chatman, and Caldwell (1986). However, the researchers rejected one item during the confirmatory factor analysis (CFA). Another five items concerning job satisfaction originated from Agho, Mueller, and Price (1993). Nine items, adopted from Mowday, Steers, and Porter (1979), evaluated organizational commitment. However, the researchers dropped six of these in the primary analysis process, because they were loaded for another factor. In total, the questionnaire contained 40 items to ensure high reliability. The control variables in this study were age, gender, and grade.

A five-point Likert scale measured the responses to the questions—strongly agree (1), agree (2), neutral (3), disagree (4), and strongly disagree (5)—as suggested by Kim et al. (2012). The questionnaires were originally in English and subsequently translated into Pashto and Dari. The Pashto and Dari questionnaires served to collect individuals' information from March to April 2017. The researchers selected the Ministry of Energy and Water, as it is one of the biggest ministries and a sectoral ministry in Afghanistan, and a total of 577 managers and employees, from the 1,154 within the ministry's 25 departments, were initially chosen through an every odd-numbered person identification process. This procedure, choosing odd-numbered persons from an official list, provided by the ministry, was based on the goal of maintaining impartiality in the sampling process.

Respondents participated in this study after obtaining and providing authorization: signing a formal letter from the General Director. The researchers then distributed the questionnaires to the respondents, of which 551 were recovered (577 distributed). After screening and extracting questionnaires with missing information, 498 remained, resulting in a valid 85% response rate. This data collection procedure minimized bias by providing every individual (grade 3 to grade 8) an equal chance to participate.

3.3 Data Analysis

Structural equation modelling (SEM) analyzed data and tested hypotheses, using SPSS version 24 and AMOS graphics version 24. This followed the three-step method: exploratory factor analysis (EFA), CFA, and SEM, as suggested by Anderson and Gerbing (1988). Firstly, the EFA considered all items and identified variables with a cross-loading of two or more factors, using multiple statistical analysis techniques. Also, EFA examined the potential problem of common method bias through the

Harman one-factor test (Anderson & Gerbing, 1988). As a result, the maximum variance explained by a single factor was 38.8%, which is less than 50%. This confirmed that no serious problem existed in terms of common method bias.

As recommended by Hair, Black, Babin, Anderson, and Tatham (2006), Cronbach’s alpha (α) should be higher than 0.7 for the data to be considered internally consistent, and the loading of one factor should be higher than 0.4. On the other hand, Thurstone (1947) suggested deleting items with two or more factor loadings. Based on this recommendation, this study dropped one item relating to P-O fit and six to organizational commitment from the analysis. During the EFA, two dimensions of PSM, attraction to public service (APS) and commitment to public values (CPV), merged under one component, and were subsequently renamed as “APS/CPV.”

AMOS then applied a CFA measurement module by employing the latent variables as the first step in SEM analysis. This analysis is important in SEM to capture and consider measurement error for each observed variable. Furthermore, in the measurement module, the latent variables can share covariance. Last, alongside the CFA, the measurement module helped to determine the results for validity, reliability, and model fitness (Table 2).

Regarding validity, this study considered the criteria for convergent validity and discriminant validity (Fornell & Lacker, 1981). A pattern matrix formulated the CFA model for AMOS. The average variance extracted (AVE) should be greater than 0.5 and all AVEs should be greater than the maximum shared variance (MSV). One must ensure that no cross-loadings appear and that the factors are not highly correlated. As shown in Table 2, the composite reliability (CR) was above 0.7, indicating high reliability. Also, the AVE is greater than 0.5 and the MSV is less than the AVE. These results indicate that no serious problems emerge in validity and reliability.

Table 2. Reliability, Convergent, Discriminant Validity, and Factor Correlation

Variable	CR	AVE	MSV	ASV	MaxR	APS/CPV	COM	SS	POF	OC	JS
APS/CPV	0.944	0.607	0.125	0.959	0.959	0.779					
COM	0.904	0.653	0.367	0.971	0.971	0.354	0.808				
SS	0.912	0.723	0.465	0.978	0.978	0.318	0.546	0.85			
POF	0.911	0.671	0.546	0.982	0.982	0.337	0.548	0.682	0.819		
OC	0.845	0.647	0.428	0.852	0.852	0.324	0.586	0.569	0.654	0.804	
JS	0.915	0.683	0.546	0.985	0.985	0.338	0.606	0.659	0.739	0.651	0.827

To avoid re-specification that would add new and potentially unnecessary parameters to the existing model, and to ensure that the data are consistent with the model, this study considered the criteria for

goodness of fit suggested by Hu and Bentler (1998). Table 3 provides the criteria for a model with acceptable goodness of fit.

After confirming the reliability and validity of the constructs, and the fitness of the measurement model, the researchers verified the fitness of the measurement structural model. As shown in Table 6, the measurement model fitness values were better than the criteria proposed by Hu and Bentler (1998). Therefore, the measurement model demonstrated good fit. Moreover, the results provided in Table 3 confirmed that the structural model demonstrated good fit, as per Hu and Bentler’s (1998) suggestions.

Table 3. Model Fitness Indices

Fitness Indices	Respective Criteria	Measurement Model Value	Structural Model Value
Chi-square		673.484	1086.83
Degree of freedom		442	514
CMIN/DF	<3	1.524	2.114
Tucker Lewis Index (TLI)	>0.9	0.977	0.943
Comparative Fit Indices (CFI)	>0.9	0.981	0.951
P-CLOSE	≥0.05	1	0.865
Root Mean Squared Error of Approximation (RMSEA)	<0.05	0.032	0.047

Source: Author’s Compilation

3.4 Testing Hypotheses Using the Structural Model

The regression weight results, shown in Table 4, indicate that H1 and H2 are not fully supported due to the insignificant direct relationship between the APS/CPV dimensions of the PSM, and organizational commitment and job satisfaction. However, the present study suggests that other dimensions of PSM have been found to have a significant and direct relationships with organizational commitment and job satisfaction. The nature of the relationships identified in this study is found to be consistent with previous studies, including Castaing (2006), Kim (2012), Kim (2010), and Vandenabeele (2009).

Table 4. Regression Weight

Path	Standardized Estimation	P	Label
POF ← APS/CPV	0.11	***	H3 and H4 fully supported
POF ← COM	0.272	***	
POF ← SS	0.597	***	
OC ← POF	0.41	***	
JS ← POF	0.511	***	
OC ← APS/CPV	0.049	0.252	H1 partially supported
OC ← COM	0.298	***	
OC ← SS	0.136	**	

JS ← APS/CPV	0.028	0.471	H2 Partially supported
JS ← COM	0.24	***	
JS ← SS	0.234	***	
OC ← Age	-0.027	0.502	
JS ← Age	0.015	0.685	
OC ← Gender	0.063	0.945	
JS ← Gender	0.003	0.09	
OC ← Grade	0.05	0.219	
JS ← Grade	0.068	0.066	

Note. $P^* < 0.1$, $P^{**} < 0.05$, $P^{***} < 0.01$

Source: Authors

On the other hand, indirect relationships between PSM and organizational commitment (H3), and job satisfaction (H4) were significant in the presence of P-O fit as a partial mediator, fully supporting H3 and H4. No significant causal impact appeared in terms of the association between control variables and independent variables, and these results were in line with the conclusions reached by Kim (2012), Pandey et al. (2008), Steijn (2008), and Wright and Pandey (2008).

4. Results and Discussion

This study's aim was to determine the relationships between PSM, organizational commitment, and job satisfaction through a questionnaire aimed at employees from the Ministry of Energy and Water in Afghanistan. This study tested the direct association between PSM and organizational commitment (H1), the direct relationship between PSM and job satisfaction (H2), the indirect association between PSM and organizational commitment through P-O fit (H3), and the indirect relationship between PSM and job satisfaction through P-O fit (H4). Upon reviewing the literature, a significant and direct relationship should have emerged between PSM and work attitudes. However, one dimension of PSM, namely APS/CPV, had an insignificant positive direct relation with work attitude, but the other two, compassion (COM) and self-sacrifice (SS), had a significant positive relation with work attitudes, partially supporting H1 and H2. These results are not consistent with Kim et al. (2012), who confirmed the significant and direct relationships between PSM, organizational commitment, and job satisfaction.

The present study demonstrated that the congruence or fit between employees and an organization is a fundamental element affecting public service workers' behaviour. Public employees with a higher PSM are more compatible with the organization and, in turn, have a higher level of job satisfaction and organizational commitment, also found by Perry and Wise (1990), and Perry and Hondeghem (2008). Moreover, the direct paths from

PSM to organizational commitment and job satisfaction are significant, although only partially so.

The results supported H₃ and H₄, which is consistent with similar literature confirming the indirect positive relationship of PSM with organizational commitment and job satisfaction through a P-O fit (Bright, 2008; Steijn, 2008; Wright & Pandey, 2008). Thus, P-O fit is an essential factor in improving organizational commitment and job satisfaction in Afghanistan's public sector, which means the organizational culture is to support employees with high PSM, although we were concerned that it may not be pro-PSM. In fact, more specifically, we cannot ignore the difference in the PSM-P-O fit path coefficients, especially between APS/CPV (.110) and SS (.597), which leads to the difference in the strength of the mediation relationships.

In Austen and Zacny's (2015) study, organizational culture, involving organizational values, physical environment, and an organization's overall climate, is a moderator that adjusts the relationship between the APS and CPV dimensions of PSM, and organizational commitment. Note that the mechanism is different from that of the mediation relationships through the perception of P-O fit, because here we attribute the insignificant direct result to the moderation through facing the organizational culture and being affected unconsciously. Anyhow, Afghanistan is a developing country that is still focusing on advancing both its public sector services and the machinery necessary to run public sector entities. Similarly, the organizational culture of the public sector is still not comparable with that of other developing and developed countries. Therefore, it is expected that the relationship between PSM and organizational commitment is likely to differ from what has been or would be observed in other countries with a relatively better public service environment.

5. Conclusion

This study attempted to understand the direct and indirect associations between PSM and the variables representing work attitudes, such as organizational commitment and job satisfaction. First, the researchers tested the direct relationship between PSM and work attitudes. Second, the study analyzed the indirect relationship between PSM and work attitudes in the presence of the partial mediation of P-O fit. The results fully supported the indirect associations between PSM, organizational commitment, and job satisfaction, and partially supported the direct associations.

Apart from the APS/CPV dimension, PSM had a direct impact on job satisfaction and organizational commitment. The relationship between PSM, job satisfaction, and organizational commitment is indirect, but still

significant when the P-O fit is introduced as a partial mediator. Thus, the relationships identified in this study suggest that employees with higher levels of PSM tend to have better P-O fit, and may ultimately be satisfied with their job and stay committed with their organization.

Despite the fact that APS/CPV do not show a direct relationship with organizational commitment and job satisfaction, PSM's impact on the work attitudes is still favorable. Similarly, P-O fit, together with PSM, should also have a positive impact on public servants' work attitudes. Based on the results, we can discuss the managerial implications below. Concerning P-O fit, public service organisations should promote organizational values and create a culture where individual and organizational values align along with PSM. This is possible by discussing organizational values and culture during the recruitment process, allowing the individuals applying for jobs to cognitively assess if their individual values would be a good fit for the organization. In this process, it is obvious that organizational values and culture must align with the values of those with high PSM.

This study has several limitations. First, a self-reported questionnaire collected the data. As such, respondents perhaps preferred providing responses that were more socially acceptable rather than more truthful. Second, the public employee sample only came from one ministry. Therefore, the results may not be generalizable to all ministries in Afghanistan. Third, this study used four dimensions of PSM, but in the CFA, two dimensions were combined under one component, because they were highly correlated. This could possibly restrict the generalizability of the findings' applicability regarding all PSM dimensions. Finally, the data are cross-sectional; thus, we cannot confirm the causal relationship among the variables, as cross-sectional data limits the determination of cause and effect.

Based on the limitations of the current research, future investigations should try to use time-series data, and focus on more than one ministry and organization to generalize the results. Such an approach would also enable researchers to conduct a cause-and-effect analysis in relation to the research problem. It is also recommended that public sector organisations in Afghanistan hire individuals with higher levels of PSM, since people who possess higher PSM levels would exhibit a greater tendency to stay committed to the organization and be satisfied with their job.

In addition, this study evaluated how PSM and P-O fit affect organizational commitment and job satisfaction in the public sector. Future researchers can consider how person-job fit would affect these factors. Such a consideration would allow researchers to narrow down their

approach to the impact of job fit instead of organization fit. This would widen the scope of understanding, whether person–job fit influences the PSM and work attitudes' association in any way.

Finally, future researchers can also consider factors other than P-O fit as a mediating variable to understand how they may mediate the relationship between PSM and work attitudes. For instance, introducing mediating variables, such as organizational identification or organisational citizenship behaviour, or a variable representing work attitudes, such as job satisfaction, would provide a potentially different insight.

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Appendix A

Summary of Questionnaire Items and their Sources

Items	Questions	Sources
APS1	I am interested in helping to improve public service.	Kim and Vandenabeele (2010)
APS2	I admire people who initiate or are involved in activities that aid my community.	
APS3	It is important to contribute to activities that tackle social problems.	
APS4	Meaningful public service motivation is very important.	
APS5	It is important for me to contribute to the common good.	
CPV1	I think equal opportunities for citizens are very important.	
CPV2	It is important that citizen can rely on the continuous provision of public service.	

CPV3	It is fundamental that the interests of future generations are taken into account when developing public policies.		
CPV4	To act ethically is essential for public servants.		
CPV5	I believe that public employees must always be aware of the legitimacy of their activities.		
CPV6	I personally identify with the aim of protecting individual liberties and rights.		
COM1	It is difficult for me to contain my feeling when I see people in distress.		
COM2	I feel sympathetic to the plight of the underprivileged		
COM3	I empathize with other people who face difficulties.		
COM4	I get very upset when I see other people being treated unfairly.		
COM5	Considering the welfare of others is very important.		
SS1	I am prepared to make sacrifices for the good of society.		
SS2	I believe in putting civic duty before the self.		
SS3	I am willing to risk personal loss to help society.		
SS4	I would agree to a good plan to make poor people's lives better, even if it costs me money.		
POF1	The things that I value in life are very similar to the things that my organization values.		Cable and DeRue (2002); O'Reilly and Chatmans (1986)
POF2	My personal values match my organization's values and culture.		
POF3	My organization's values and culture are a good fit to my life values.		
POF4	If this organization's values were different, I would not be as attached.		
POF5	The reason I prefer this organization to others is because of what it stands for: its values.		
POF6	What this organization stands for is important to me.		
JS1	I feel fairly satisfied with my present job.	Agho, Mueller, and Price (1993)	
JS2	I am satisfied with my job for the time being.		
JS3	Most days, I am enthusiastic about my work.		
JS4	I like my job better than the average worker.		
JS5	I find real enjoyment in my work.		
OC1	I talk up this organization to my friends.	Mowdy et al. (1997)	
OC2	For me, this is the best of all possible organisations for which I could work for.		
OC3	This organization really inspires the very best in me regarding job performance.		
OC4	I am proud to tell others that I am part of this organization.		
OC5	I find that my personal and organizational values are very similar.		
OC6	I am extremely glad that I chose this organization over others I was considering at the time.		
OC7	I would accept almost any type of job assignment in order to keep working for this organization.		
OC8	I really care about the fate of this organization.		
OC9	I am willing to put in a great deal of effort, beyond what is normally expected, to help this organization's success.		