PUBLIC SERVICE MOTIVATION AND EMPLOYEE OUTCOMES IN THE ITALIAN PUBLIC SECTOR: TESTING THE MEDIATING EFFECT OF PERSON-ORGANIZATION FIT

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Abstract

This article examines the relationship between Public Service Motivation and the following outcomes, Job Satisfaction, Organizational Commitment, Individual Performance and Quit Intention, essential outcomes in the life of any organization though in my work it is the school which is focused upon. Using a sample of 296 public teachers in the Italian public sector, a mediation model is outlined and tested empirically using Partial Least Squares-Path Modeling. Our results show that Public Service Motivation positively affects the congruence between employees' values and organizational mission, known as "Person Organization-fit", which in turn has significant positive associations with Job Satisfaction, Organizational Commitment, Individual Performance, but negative associations with Quit Intentions. All of these outcomes improve the performance in public and private organizations. In general, our findings suggest that if public managers want to improve the organizational performance and avoid their employees to quit the organization they belong to, then they must favor more in general Public Service Motivation, but more specifically the achievement of the above mentioned congruence.

Key words: Public Service Motivation, Person Organization fit, Italy

Introduction

Public Service Motivation (PSM) is 'an individual's orientation to delivering service to people with the purpose of doing good for others and society' (Hondeghem and Perry, 2009, p. 6). Many scholars have tried to study in depth the relationship between Public Service Motivation and employee outcomes, such as Job Satisfaction , Organizational Commitment and Performance (Cerase and Farinella 2009; Taylor 2008, 2011; Andersen et al. 2014). However, the process through which Public Service Motivation affects employee attitudes needs more attention. As far as we know to date, researchers like Bright (2007, 2008), Wright and Pandey (2008), Kim (2012) have concentrated their attention exclusively on the Person-Organization fit process (P-O fit), that is on the role of the shared values on which the fit is based; while researchers like Andersen et al.(2013a, 2013b) and Jensen et al.(2015) have focused their attention on another process, i.e. a specific orientation which public employees have toward the individual user of the public service (Andersen et al., 2013a, 2013b; Jensen et al., 2015), briefly called 'user orientation'.

In this study we have examined four different classes of employee attitudinal outcomes, i.e. Job Satisfaction, Organizational Commitment, Individual Performance and Quit Intention. More precisely we have related Public Service Motivation to them and also studied the relationships between P-O fit and these outcomes.

Our choice of the employee outcomes was triggered by one mainly consideration. As public organizations are under pressure in order to improve the efficiency and effectiveness of services, it's necessary to detect the factors that are associated with them as they could improve public service delivery and thus organizational performance.

In particular, our study is focused on an employee attitudinal outcome, i.e. intention to quit, which is the strongest indicator of actual turnover (Griffeth, Hom, and Gaertner 2000). This not only provides a link to the incipient Public Service Motivation process literature with its emphasis on other attitudes (Job Satisfaction and Organizational Commitment) but it also broadens both the boundaries of Public Service Motivation literature itself by examining a rarely considered attitude, i.e. the intention to quit (Bright 2008, Gould-Williams et al.2013, Mostafa, 2013) and contributes to the substantial body of P-O fit literature.

The article is structured as follows. First, we discuss the relationship between Public Service Motivation and its outcomes, then we examine the relationship between Public Service Motivation and P-O fit so as to provide a description of the process through which Public Service Motivation affects employee outcomes. Thereafter we provide an overview of the direct links between Public Service Motivation, P-O fit, and employee outcomes. The final section of our review highlights how P-O fit mediates the relationship between Public Service Motivation and employee outcomes. Following a description of the data and methodology, we test the study's hypotheses using Partial Least Squares- path Modeling (PLS-PM) with the software R. The final section presents our findings and discusses their implications for both theory and practice.

Theoretical Framework

PSM and its Outcomes

Many scholars have tried to understand and better define PSM (Perry and Wise, 1990, 368; Vandenabeele (2007, 547). Gould-Williams (2013, 599) synthesized it as "a value or attitude that motivates individuals to engage in behaviors that benefit society". Furthermore individuals with greater PSM are more satisfied with their public sector jobs, are committed to the organization they belong to and show better performance (Pandey and Stazyk, 2008; Perry and Wise, 1990; Andersen et al., 2014).

Job satisfaction is a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke 1976, 1304). Job satisfaction is important because it is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance and negatively related with absenteeism, turnover, and perceived stress (Judge et al. 2001). Many studies support the direct relationship between PSM and Job Satisfaction (Taylor 2008; Vandenabeele 2009; Kim, 2011). Therefore, we can expect Public Service Motivation to be directly and positively related to job satisfaction, as stated in the following hypothesis:

Hypothesis 1: *Public Service Motivation has a direct effect on Job Satisfaction. The higher the level of an individual's Public Service Motivation, the higher the level of Job Satisfaction.*

Organizational commitment is defined as "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (Meyer, Allen, and Smith 1993, 539). PSM has been theoretically and positively related to Organizational Commitment (Perry and Wise 1990; Crewson 1997; Pandey and Stazyk, 2008; Vandenabeele 2009; Kim 2011). On the basis of these studies, we formulated the following hypothesis:

Hypothesis 2: *Public Service Motivation has a direct effect on Organizational   Commitment. The higher the level of an individual's Public Service Motivation, the higher the level of Organizational Commitment.*

Many researchers have tried to support the positive PSM -Performance relationship, both in terms of individual and organizational performance. In the study of Alonso & Lewis (2001) there is mixed evidence on whether PSM positively affected grades and performance ratings; in that of Brewer and Selden (2000) Public Service Motivation is a modestly important predictor of organizational performance. Andersen et al. (2014) investigated the association between PSM and the individual performance of Danish teachers using an objective outcome measure (the students' academic performance in their final examinations) and found that PSM is positively associated with examination marks, that is PSM may be relevant for performance improvement. Van Loon, N. M. (2015) provides a robustness test by analyzing the relationship between PSM and overall performance, also in its various dimensions (output, efficiency, service outcome, responsiveness, and resilience). Choi (2015) conducted a structural analyses of meta-analytic correlations with regard to PSM and its outcomes such as Job Satisfaction, Organizational Commitment and Individual Performance. He verified that PSM has positive and direct significant impacts on Job Satisfaction and Organizational Commitment. Therefore, public employees with higher PSM would be more satisfied with their jobs and committed to their organizations. On the other hand, PSM has small but direct effects on performance as well as indirect effects on performance through the mediating effect of Job Satisfaction and Organizational Commitment (Vandenabeele 2009). Therefore we can formulate the two following hypotheses:

Hypothesis 3: *Public Service Motivation has a direct effect on Performance. The higher the level of an individual's Public Service Motivation, the higher the level of Performance.*
Hypothesis 4: *Public Service Motivation has an indirect effect on Performance, through Job Satisfaction.*
Hypothesis 5: *Public Service Motivation has an indirect effect on Performance, through Organizational Commitment.*

Person-Organization fit (P-O fit) and Public Service Motivation (PSM)
P-O fit comes into play "when employees believe that their values match the organization's values and the values of other employees in the organization" (Cable and De-

Rue 2002, 876) or better it indicates the compatibility between individuals and organizational characteristics with regard to values, goals, and climate (Choi, 2015, 5). Furthermore individuals with greater P-O fit are also more satisfied with their public sector jobs, are committed to the organization they belong to (Bright, 2007; Kristof-Brown et al., 2005) as it happens when they are public service motivated.

If PSM and P-O fit lead to and favor the same outcomes, then trying to connect the former with the latter becomes challenger. Yet few scholars have welcomed this challenge. Wright (2008) found that the relationship between employee PSM and Job Satisfaction is not direct but "mediated by the extent to which the employee perceives that his or her values are congruent with those of the public sector organization", or better by P-O fit.

Bright (2007, 2008) and Wright and Pandey (2008) argue that PSM has no significant direct impact on individual performance and work attitudes when P-O fit is mediated in the PSM -performance relationship. Pandey, Wright, and Moynihan (2008) found that PSM increases Organizational Commitment when its influence on employee perceptions of an organization's mission valence occurs. Therefore we can formulate the following hypothesis:

Hypothesis 6: *Public Service Motivation has an indirect, positive effect on P-O fit.*
Hypothesis 7: *Public Service Motivation has an indirect, positive effect on Job Satisfaction through its influence on P-O fit.*

Bright (2008) argued that public employees with high levels of PSM are significantly more congruent with their organizations when compared with their counterparts with lower levels of PSM. According to Kim (2012,833) when public employees with high levels of PSM believe that their values match an organization's values, they develop a sense of attachment to the organization and are willing to give something of themselves in order to contribute to the organization's well-being. In other words, these employees could be more committed to their organization. This allows us to formulate two more hypotheses:

Hypothesis 8: *Public Service Motivation has an indirect, positive effect on Organizational through its influence on P-O fit.*
Hypothesis 9: *Public Service Motivation has an indirect, positive effect on Performance through its influence on P-O fit.*

Intention to Quit, P-O Fit and PSM

Ajzen and Fishbein (1980) and Igbaria and Greenhaus (1992) maintained that intentions are the most immediate determinants of actual behaviour, so intentions to quit are a good predictor of actual turnover. It is reasonable believe that not all turnover intention leads to actual turnover. As a matter of fact, in order to actually quit a job at least it is necessary an alternate employment, which is not always easy to achieve. According to Chang, Wang, and Huang (2013) turnover intention has a negative effect on organizational effectiveness because those employees with unrealized intentions to quit the organization are likely to use other types of withdrawal behavior. Moreover Hanisch (2002) underlined that Quit Intentions are usually associated with negative employee behaviors such as absenteeism, tardiness, and unauthorized breaks, which in turn may negatively affect the quality of public service delivery.
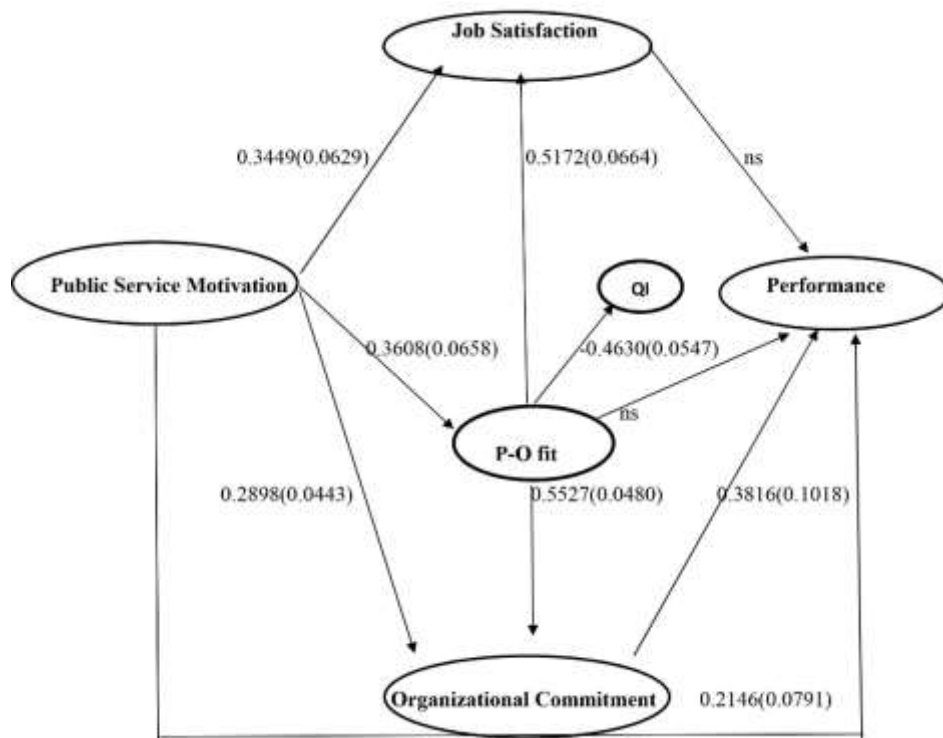
On the other hand, we argue that if organizational values are congruent with employees' values, then employees will be less likely to quit. There is evidence in support of these propositions. For instance, the study of Verquer, Beehr, and Wagner (2003) underlined that P-O fit is an important antecedent of quit intentions, but also of Job Satisfaction and Organizational Commitment. Narayanan and Sekar (2009) reported that P-O fit negatively influences the quit intentions of Indian teachers. Liu, Liu, and Hu (2010) found similar results in the Chinese public employees. Therefore, on the basis of the empirical evidence and our arguments presented above, we hypothesize the following:

Hypothesis 10: *Public Service Motivation has an indirect effect on intention to quit through its influence on P-O fit.*

Hypothesis 11: *PO-fit will negatively affect employees' intention to quit.*

Stimulated by the mentioned researches and their results, this study elaborates the relationship between PSM and its outcomes (i.e., Performance, Intention to Quit, Job Satisfaction and Organizational Commitment) by using the following conceptual model (see Fig.1). However, summarizing the purpose of this article, we want to investigate whether PSM or P-O fit is an antecedent of the attitudes to work of 296 public teachers in Italy. We can achieve this result by testing hypotheses on (1) whether PSM directly influences work attitudes (Job Satisfaction, Organizational Commitment, Performance), or (2) whether P-O fit mediates the relationship between PSM and work attitudes (JS, OC, P, QI) or, (3) whether both hypotheses are true.

Figure 1. Conceptual Model

In brackets Standard Error.

Method

In this study we employ a systematic and rigorous quantitative approach to reviewing empirical findings. The statistical analysis, infact, applied Partial Least Squares Path Modeling (PLS-PM) in R, that is a statistical approach for modeling complex multivariable relationships among manifest and latent variables (Fox 2006). This approach allows us to test all the relationship in the models simultaneously.

In the analysis the internal evaluation method used is the reflexive method, with the exception of the Job Satisfaction block for which we used the formative method. Such choice was adopted to remedy the fact that unidimentionality has not been reached by Job Satisfaction variable. As a matter of fact its Cronbach Alpha index and the Dillon and Goldensyein Rho index aren't at least equal to 0.7.

We have also evaluated the outer weights, the loadings and the paths coefficients, as well as the residuals. We have also calculated the indexes to measure the predictive capacity of the model: the communality index, the R-squared of each structural relationship, the redundance index, and GoF (Goodnes of Fit index). Finally we carried out the bootstrap validation to check the significance of the links among the variables. All the work has been done using standardized data. Data don't meet the assumptions of the parametric test, especially the assumption about normally distributed data.

Data and sample

The survey took place from September to December 2015 through a structured questionnaire.

The sample consisted of 296 employees of Italian public schools. Table 1 shows the demographic characteristics of the respondents, in terms of age and gender.

Table 1. Distribution of sample by age group and sex (%)

Respondents	Male 21.63%	Female 78.37%	Total 100%
Age			
≤ 30	0.00%	0.67%	0.67%
31-40	1.01%	10.47%	11.48%
41-50	6.08%	31.75%	37.83%
51-60	9.12%	30.74%	39.86%
> 60	5.40%	4.72%	10.12%

Thus this sample is composed by more female than male and more than 50% of respondents are 50 or over. It reflects the profile of the European teacher published by Eurostat (the statistical office of the European Union) on the occasion of the World Teachers' Day on 5 October 2015. Eurostat highlighted that in all EU Member States, the teachers' staff was predominantly female. Female teachers were largely over-represented in the early education stages (Italy, 95,8%). Furthemore in Italy more than half of the teaching staff had reached the age of 50 and over in all education levels (Report Eurostat 2015).

Measurement

Several survey items were used to construct the study variables and then the questionnaire. The questionnaire asks respondents to rate their agreement with the items about

the detected variables making from 1 (highly agree) to 5 (highly disagree). In order to measure PSM we used Perry's (1996) 40-item and 6-dimension scale.

To assure equivalence of the measures in the Italian and the English versions, all the scales used in this study were translated into Italian and then translated back into English. As regards Perry's scale items we have positively reworded the negative items in positive ones. For instance we have reworded "politics is a dirty thing" in "politics is a noble thing". Infact Coursey and Pandey (2007) noticed that, in the original formulated items, the terms ''politics'' and ''politicians''induce negative reactions and tap political distrust. For instance we have reworded "politics is a dirty thing" in "politics is a noble thing".

All items associated with the measures are shown in the Appendix A.

Results

Table 2 shows the results of the PLS-PM method. All Cronbach's alphas (or Dillon and Goldenstein Rho indexes) are greater than Nunnally's (1978) suggested level of 0.7. In the analysis the internal evaluation method used is the reflexive method, with the exception of the Job Satisfaction block for which we used the formative method. Such choice was adopted to remedy the fact that unidimentionality has not been reached by Job Satisfaction variable. As a matter of fact its Cronbach Alpha index and the Dillon and Goldenstein Rho index aren't at least equal to 0.7.

Table 2. Blocks Unidimensionality

	Type.measure	MVs	C.alpha	DG.rho	eig.1st	eig.2nd
psm	Reflective	16	0.867	0.890	5.53	1.689
po	Reflective	4	0.447	0.754	2.64	0.767
js	Formative	3	0.000	0.000	2.19	0.529
oc	Reflective	5	0.400	0.669	2.44	1.029
qi	Reflective	3	0.918	0.948	2.58	0.299
srp	Reflective	4	0.811	0.879	2.61	0.796

psm: Public Service Motivation, js: Job Satisfaction; oc: Organizational Commitment; po:P-O fit; QI:Quit Intention; srp: individual Performance.

Table 3 shows the loadings of all items on their factors. They are in a range between .522 and .961. Although some items of PSM have reached low values (<0.5), we preferred not do delete them as they are significant in our analysis.

Table 3. Outer Model

	weights	std.loads	communal	redundan
psm				
SJ3	0.0643	0.423	0.179	0.0000
CD1	0.1410	0.607	0.368	0.0000
APM1	0.0532	0.441	0.195	0.0000
APM2	0.0734	0.324	0.105	0.0000
APM3	0.0474	0.410	0.168	0.0000
CPI1	0.1048	0.518	0.269	0.0000
CPI5	0.1117	0.615	0.378	0.0000
SS1	0.1054	0.617	0.381	0.0000
SS2	0.1434	0.599	0.358	0.0000
SS3	0.0948	0.601	0.361	0.0000
SS5	0.1500	0.773	0.597	0.0000
SS6	0.1089	0.667	0.446	0.0000

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SS7     0.1408     0.766     0.587     0.0000
SS8     0.1315     0.783     0.613     0.0000
C1      0.0900     0.483     0.233     0.0000
C5      0.0908     0.515     0.266     0.0000
po
 PO1    0.2700     0.780     0.608     0.0792
 PO2   -0.2902    -0.634     0.402     0.0523
 PO3    0.3429     0.891     0.794     0.1034
 PO4    0.3304     0.907     0.823     0.1071
js
 OC1    0.3955     0.824     0.680     0.3501
 OC2    0.2767     0.858     0.736     0.3791
 OC3    0.5053     0.864     0.747     0.3846
oc
 OC4    0.3037     0.710     0.503     0.2542
 OC5    0.3568     0.786     0.617     0.3117
 JS1    0.2768     0.698     0.487     0.2460
 JS2   -0.1995    -0.552     0.305     0.1541
 JS3    0.2802     0.717     0.514     0.2595
qi
 QI1    0.3346     0.907     0.823     0.1765
 QI2    0.3794     0.961     0.923     0.1979
 QI3    0.3637     0.913     0.833     0.1786
srp
 SR1    0.3814     0.874     0.763     0.1383
 SR2    0.3496     0.901     0.812     0.1471
 SR3    0.3378     0.894     0.800     0.1450
 SR4    0.1069     0.466     0.217     0.0393
```

All average variance extracted (AVE) scores are above 0.5 (see Table 4), only PSM has a smaller value.

Table 4. Summary Inner Model

LV.	Type	Measure	MVs	R.square	Av.Commu	Av.Redun	AVE
psm	Exogen	Rflct	16	0.000	0.344	0.0000	0.344
po	Endogen	Rflct	4	0.130	0.657	0.0855	0.657
js	Endogen	Frmtv	3	0.515	0.721	0.3713	0.000
oc	Endogen	Rflct	5	0.505	0.485	0.2451	0.485
qi	Endogen	Rflct	3	0.214	0.860	0.1843	0.860
srp	Endogen	Rflct	4	0.181	0.648	0.1174	0.648

psm: Public Service Motivation, js: Job Satisfaction;oc: Organizational Commitment; po:P-O fit;   QI:Quit Intention;srp: individual Performance.

The observable variables (represented by the items) of the model are actual expressions of the latent ones (PSM and its outcomes) to which they are linked as the correlations for the related latents are greater in all blocks in comparison to the correlations with the other latent variables (see Table 5) .

Table 5. Correlations between Manifest Variables and Latent Variables

	psm	js	oc	po	qi	srp
psm						
SJ3	0.423	0.0717	0.1673	0.1393	-0.0921	0.2411
CD1	0.607	0.3405	0.3871	0.3944	-0.2290	0.1676
APM1	0.441	0.0923	0.1770	0.1221	0.0163	0.0925
APM2	0.324	0.1609	0.2419	0.1575	0.0040	0.1113

```
APM3  0.410 -0.0005  0.1801  0.0928 -0.0063  0.1588
CPI1   0.518  0.1613  0.2805  0.2551 -0.0900  0.2904
CPI5   0.615  0.1665  0.2996  0.2927 -0.1214  0.2851
SS1    0.617  0.2486  0.2996  0.2410 -0.0963  0.1949
SS2    0.599  0.2576  0.3898  0.3850 -0.1555  0.2960
SS3    0.601  0.1643  0.3072  0.2667 -0.0920  0.1063
SS5    0.773  0.3080  0.4496  0.4029 -0.2064  0.2010
SS6    0.667  0.2266  0.3234  0.2931 -0.1740  0.1468
SS7    0.766  0.2996  0.3992  0.3583 -0.1572  0.2428
SS8    0.783  0.2553  0.3899  0.3544 -0.1974  0.1980
C1     0.483  0.1896  0.2296  0.2589 -0.1181  0.1541
C5     0.515  0.1488  0.2219  0.2659 -0.1524  0.2104
po
 PO1   0.234  0.7800  0.5226  0.4908 -0.2159  0.1058
 PO2  -0.240 -0.6341 -0.3731 -0.4807  0.5687 -0.1129
 PO3   0.363  0.8914  0.5866  0.5898 -0.3468  0.2051
 PO4   0.313  0.9073  0.5785  0.5539 -0.3655  0.1963
js
 OC1   0.385  0.5779  0.8244  0.5729 -0.3185  0.1997
 OC2   0.398  0.5984  0.8578  0.6532 -0.3951  0.2166
 OC3   0.533  0.4898  0.8640  0.6538 -0.3363  0.2657
oc
 OC4   0.454  0.4292  0.5934  0.7095 -0.3744  0.2817
 OC5   0.413  0.6033  0.6846  0.7856 -0.3497  0.2784
 JS1   0.311  0.3990  0.4463  0.6979 -0.4120  0.3241
 JS2  -0.206 -0.3430 -0.2616 -0.5523  0.4852 -0.1661
 JS3   0.275  0.4739  0.4906  0.7167 -0.3760  0.2567
qi
 QI1  -0.206 -0.3991 -0.3450 -0.4623  0.9074 -0.1064
 QI2  -0.226 -0.4526 -0.4096 -0.5412  0.9608 -0.1281
 QI3  -0.190 -0.4338 -0.3696 -0.5352  0.9127 -0.1242
srp
 SR1   0.322  0.2519  0.3162  0.3928 -0.1678  0.8735
 SR2   0.303  0.1302  0.1945  0.3156 -0.0991  0.9009
 SR3   0.278  0.1689  0.2488  0.3339 -0.1354  0.8943
 SR4   0.111 -0.0202  0.0055  0.0627  0.1401  0.4656
```

Table 6 shows the correlations among all latent variables which are all positively correlated among each other, only Quit Intention is negatively related. We particularly signal higher values in the correlations between P-O fit and Organizational Commitment, between P-O fit and Job Satisfaction.

Table 6. Correlations between Latent Variables

	psm	po	js	oc	qi	srp
psm	1.000	0.361	0.531	0.489	-0.224	0.334
po	0.361	1.000	0.642	0.657	-0.463	0.197
js	0.531	0.642	1.000	0.738	-0.405	0.273
oc	0.489	0.657	0.738	1.000	-0.555	0.380
qi	-0.224	-0.463	-0.405	-0.555	1.000	-0.129
srp	0.334	0.197	0.273	0.380	-0.129	1.000

psm: Public Service Motivation, js: Job Satisfaction;oc: Organizational Commitment; po:P-O fit; QI:Quit Intention;srp: individual Performance.

They are all positively correlated among each other. Only Quit Intention is negatively correlated.

The structural model in PLS is assessed by examining the path coefficients and R2 values, after a bootstrap validation, through many replications.Table 7 shows the Bootstrap validation in terms of loadings.

Table 7. Bootstrap Validation

Loadings

	Original	Mean.Boot	Std.Error	perc.025	perc.975
SJ3	0.423	0.421	0.07303	0.297	0.587
CD1	0.607	0.600	0.05129	0.505	0.693
APM1	0.441	0.430	0.06269	0.302	0.537
APM2	0.324	0.329	0.06922	0.212	0.476
APM3	0.410	0.405	0.05968	0.297	0.516
CPI1	0.518	0.519	0.07297	0.365	0.641
CPI5	0.615	0.606	0.05399	0.507	0.701
SS1	0.617	0.618	0.04493	0.535	0.702
SS2	0.599	0.601	0.04396	0.522	0.678
SS3	0.601	0.592	0.06944	0.459	0.696
SS5	0.773	0.771	0.02647	0.718	0.819
SS6	0.667	0.667	0.04060	0.580	0.732
SS7	0.766	0.768	0.03222	0.710	0.828
SS8	0.783	0.780	0.03341	0.708	0.832
C1	0.483	0.472	0.06541	0.326	0.581
C5	0.515	0.520	0.07191	0.407	0.660
PO1	0.780	0.778	0.03624	0.705	0.848
PO2	-0.634	-0.636	0.05091	-0.728	-0.547
PO3	0.891	0.890	0.01682	0.850	0.916
PO4	0.907	0.907	0.01596	0.867	0.931
OC1	0.824	0.822	0.04882	0.731	0.908
OC2	0.858	0.860	0.04102	0.766	0.937
OC3	0.864	0.854	0.04532	0.770	0.927
OC4	0.709	0.711	0.03999	0.634	0.779
OC5	0.786	0.784	0.02716	0.729	0.830
JS1	0.698	0.696	0.06155	0.561	0.782
JS2	-0.552	-0.554	0.05578	-0.659	-0.446
JS3	0.717	0.709	0.05789	0.585	0.804
QI1	0.907	0.905	0.01762	0.861	0.929
QI2	0.961	0.961	0.00579	0.949	0.969
QI3	0.913	0.913	0.01331	0.890	0.935
SR1	0.873	0.869	0.02317	0.815	0.908
SR2	0.901	0.894	0.02367	0.842	0.930
SR3	0.894	0.884	0.03632	0.800	0.937
SR4	0.466	0.465	0.09001	0.276	0.624

This validation is the standard method for testing the significance of PLS path modeling results, thus it was applied to assess the statistical significance of path coefficients (Davison and Hinkley 1997). In this model, regarding the R2 values of the all considered casual relationships, the R2 value of the relationship between PSM and P-O fit is equal to 0.1301; that of the relationships among Job Satisfaction, PSM and P-O fit is equal to 0.5152; that of the relationship is equal to 0.5051; that of the relationship between Quit Intention and P-O fit is equal to 0.2144; that of the relationship among Performance, PSM, P-O fit, Organizational Commitment and Job Satisfaction is equal to 0.1813.

The relative impact of both PSM and the P-O fit on outcomes are assessed by examining their path coefficients (see Table 8). All the path coefficients are positive, with the exception of the one related to P-O fit and Quit Intention.

Overall, the proposed structural model provided a Goodness-of-fit (Gof) index, which measures the goodness of the model as a whole, equal to 0.3976

Table 8. Paths

	Original	Mean.Boot	Std.Error	perc.025	perc.975
psm->po	0.3608	0.3670	0.0658	0.2298	0.477
psm->js	0.3449	0.3516	0.0629	0.2419	0.468
psm->oc	0.2898	0.2940	0.0443	0.1972	0.370
psm->srp	0.2146	0.2172	0.0791	0.0739	0.380
po->js	0.5172	0.5119	0.0664	0.3876	0.629
po->oc	0.5527	0.5548	0.0480	0.4670	0.647
po->qi	-0.4630	-0.4604	0.0547	-0.5412	-0.376
po->srp	-0.0904	-0.1006	0.1015	-0.2856	0.084
js->srp	-0.0643	-0.0497	0.0966	-0.2315	0.131
oc->srp	0.3816	0.3673	0.1018	0.1910	0.537

psm: Public Service Motivation, js: Job Satisfaction; oc: Organizational Commitment; po:P-O fit; QI:Quit Intention; srp: individual Performance.

The range built with bootstrap percentiles that doesn't contain zero means that the relationship between the variables is significant.

Summarizing, the range built with bootstrap percentiles that doesn't contain zero means that the relationship between the variables is significant. According to the individual paths (see Table 7), PSM had a positive and significant association with Job Satisfaction, Organizational Commitment and P-O fit, suggesting that the fit of employees with their organizations, their job satisfaction and their commitment to the organization is strengthened as individual levels of PSM increase. Moreover, P-O fit in turn had a significant positive association with Job Satisfaction and Organizational Commitment and a significant negative association with quit intention. Together, this indicates that P-O fit acts as a mediator between PSM and employee outcomes, consistent with our process view. Contrary to expectations and hypothesis 4 and 9, the indirect path from PSM to Performance through P-O fit and Job Satisfaction is not supported by the data used in this study, while the Hypotheses 1,2,3,5,6,7,8,10 and 11 are supported. We will return to this result in our discussion section.

Discussion and conclusion

This research study is a contribution to the vastly and worldly studied processes which link PSM to Performance, and more specifically those processes which more significantly link PSM to employee outcomes, such as Job Satisfaction, Organizational Commitment, P-O fit, and Quit Intention. To that purpose we created a Conceptual Model that see these four variables as a sort of mediators between PSM and Performance to find out how they interact and to what extent one is more significant in respect to the others when contributing to better performance.

First and foremost our findings show the secondary role of P-O fit which doesn't operate (i) as a direct linking variable connecting PSM to the individual employee's performance so that we can state that PSM has a *direct* effect on Performance, and (ii) also operates as a mediator between PSM and Organizational Commitment in the sense that it bears heavily on some employee outcomes so that these can significantly influence performance.

We can easily imagine the reasons of the crucial role of P-O fit, which, in a nutshell, lie in its own definition, i.e. the congruence between an organization's values and the values of its employees. Such values keep organization and employees strictly linked to each other providing the positive influence on performance studied by Barnard (1938) and avoiding disadvantages such as the cost of employees' turnover studied by Dess and Shaw (2001), and tacit or explicit export of the organization's know-how through departing employees studied by Cascio (1999).

The mediating role of the P-O fit variable does not mean that there is no direct effect of PSM on outcomes. Our Conceptual Model does show this more in general, because motivated employees are aware of the fact that their employment provides them with a good opportunity to "do good for others and for society", but we also know that employees with greater PSM are expected to be more satisfied with their jobs, and committed to their organization. Moreover, when we come to analyze the *indirect* effect of PSM, our data say it affects performance but mainly through the individual-level attitude, i.e. Organizational Commitment. Our conclusions then are as follows:

(i)The importance of the interplay of the various variables which have their bearing upon the final result of the PSM-Performance process. Our data demonstrate that all the ones taken into consideration contribute to the value of Performance and cannot be excluded from the process itself. To be extremely examplative, if something goes wrong in one of the variables, it may result in an employee's quitting the organization thus starting a domino effect;

(ii)The pivotal role of P-O fit on the employee outcomes which in turn work towards better performance. This role highlights the relationship between the organization and the individual employee. On this relationship we will base our discussion hereafter outlined.

The high compatibility and convergence between the objectives and values of an organization and those of its employees turns out to become a satisfaction-dissatisfaction relationship. It is then clear that the management must contribute to create an environment where employees are satisfied with their work and role and mainly committed within the organization they belong to.

It's necessary to investigate the factors which are likely to affect the Organizational Commitment among public teachers. Factors affecting the Organizational Commitment may include rewards, support from supervisor, promotion opportunities, favorable conditions of the job, including relationship among workers. These factors refer to the organizational context or environment in which the employee work. In order to remove the factors which doesn't lead an employee to an organizational commitment, a careful objective analysis on the workers is necessary. Substantially this analysis aims at identifying the sources of commitment which can jeopardize the employee outcomes of the process which poses correct PSM as the starting point for successful performance.

This study has a few limitations in this study. One limitation pertains to cross sectional data. This type of data doesn't allow us to compare results different times. Moreover our results revealed $R2$ values not excessively high. It means among other things that PSM is a significant predictor of P-O fit, but not the most important predictor. Thus, there are other drivers which lead to and could increase the congruence between employees and their or-

ganizations and many human resource management (HRM) practices could be tested by public administration scholars to evaluate this congruence and to reinforce the employees' identification with the organization's culture/values.

Further Research

Future researches need to better explore the P-O fit process. Furthemore it would be interesting to study if PSM directly influences Turnover intention. To date , as far as we know there is only one study **(**Shim et al., 2015).

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Appendix A

Measurement of study variables.
The source of items is given in brackets.
Job Satisfaction (Moynihan & Pandey, 2007)
All in all, I am satisfied with my job
In general, I don't like my job
In general, I like working here

Organizational Commitment (Benkhoff, 1997)
I would not leave my organization right now because I have a sense of obligation to the people in it
I am willing to put in a great deal of effort beyond that what is normally expected in order to help this organization to be successful
I am proud to tell others that I am part of this organization
I find that my values and the organization's values are very similar
In my school, I feel I am part of a family
Self-reported Performance (Vandenabeele,2009).
In my opinion, I contribute to the success of the organization
I think I am performing well within this organization
I think I am a good employee
On average, I work harder than my colleagues

Public Service Motivation (Perry, 1996)
I believe that there are many public causes worth championing.
I am willing to go great lengths to fulfill my obligations to my country.
Politics is a noble word.
I'm very interested in giving and taking of public policy making.
I care much for politicians.
It isn't hard for me to get intensely interested in what is going on in my community
I consider public service my civic duty
Making a difference in society means more to me than personal achievements.
I believe in putting duty before self.
Doing well financially is definitely more important to me than doing good deeds. (Reversed)
Serving citizens would give me a good feeling even if no one paid me for it.
I feel people should give back to society more than they get from it.
I am one of those rare people who would risk personal loss to help someone else.
I am prepared to make enormous sacrifices for the good of society.
I am often moved by the plight of the underprivileged
There are a lot of public programs that I wholeheartedly support

Self-reported Performance/Individual Performance (Vandenabeele,2009).
In my opinion, I contribute to the success of the organization
I think I am performing well within this organization
I think I am a good employee
On average, I work harder than my colleagues

Person-Organization fit (Kim 2012**)**
The things that I value in life are very similar to the things that my organization values.
My personal values match my organization's values and culture.
My organization's values and culture provide a good fit with the things that I value in life.