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## THE RELATIONSHIP BETWEEN PUBLIC SERVICE MOTIVATION AND JOB SATISFACTION: A COMPREHENSIVE REVIEW

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### **Abstract:**

In the last decades, an increasing attention has been given to the relationship between job satisfaction and employee motivation in the public sector. In a world of constant change and growing demands, it is crucial for public sector organizations to understand and promote a work environment that supports both employee satisfaction and motivation. This article explores this complex relationship and proposes ways in which managers and leaders in the public sector can improve job satisfaction and employee motivation. This article reviews the literature on public service motivation and job satisfaction. In the first part we conduct a brief literature review of the concepts involved. In the main part of the article, we examine 33 WoS articles on the relationship between public service motivation and job satisfaction. In the discussion section, we stress some points relevant for public management practice.

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

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### **INTRODUCTION**

In order to enhance employee morale, to decrease employee turnover and to improve services to citizens, it is useful for public sector managers to understand the factors that enhance employee job satisfaction. Many studies in the field of public administration show that a high level of public service motivation – the employees' intrinsic motivation to serve the public interest – has a positive impact on job satisfaction. Therefore, understanding the relationship between public service motivation (PSM) and job satisfaction (JS) is essential for public organizations. In this article, we will conduct a review on the relationship between these two variables. We will start with a presentation of the two concepts involved and then we will examine the Web of Science articles on the relationship between them.

### **1. PUBLIC SERVICE MOTIVATION AND JOB SATISFACTION: A BRIEF LITERATURE REVIEW ON THE CONCEPTS**

#### **1.1 PUBLIC SERVICE MOTIVATION**

A large part of the public administration literature holds that public service employees are motivated more by intrinsic rewards which provide a feeling of accomplishment, while private sector employees are more motivated by extrinsic rewards, such as high income and short work hours

(Wright, 2008; Cacioppe & Mock, 1984; Crewson, 1997; Rainey, 1982; Houston 2000). PSM theory, initiated by Perry and Wise (1990), advances that a particular class of intrinsic motivational factors, specific to public service activity, has an important role in driving public employees. They define PSM as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions” (Perry & Wise, 1990). The PSM concept, as introduced by Perry and Wise, was based on the view that public employees are guided by three types of motives guiding: rational, norm-based and affective (Perry & Wise, 1990; Wright 2008; Brewer et al., 2000). Rational motives are based on the utility-maximization principle, norm-based motives are related to public employees’ desire to conform to norms, while affective motives refer to emotional reactions to various social situations (Perry, 1996).

Initial studies on PSM were based on a general concept, including altruistic work-related values, such as the willingness to help the others, to benefit community and to engage in meaningful work (Crewson, 1997; Rainey, 1982; Wright, 2008). In order to build a more precise concept and a quantitative measure of PSM, Perry builds a scale with Likert-type items. He starts with a model with 40 items, gathered in six dimensions, connected, in Perry’s assumption, to the three kinds of motives mentioned in the initial model. Through confirmatory factor analysis, Perry shows that the 40-item questionnaire can be reduced to a 24-item questionnaire, gathered in four dimensions: attraction to public policy making, public interest, compassion, and self-sacrifice (Perry, 1996).

In the last three decades, empirical research on the subject has become more prominent. The Perry’s four-dimension model has become the main starting point tool for quantitative research on PSM and on its relation to other variables. However, some later studies that the Perry’s model, tested in the US public administration context, cannot be uncritically extended to other countries, and that the values associated with PSM can vary from country to country (Norris, 2003). Some articles show that the dimensions of the PSM concept can vary, to a certain degree, based on country or on the kind of public service provided. For instance, by using confirmatory factor analysis, Kim shows that, in the Korean public administration, attraction to policy-making is not confirmed as a separate dimension.

Since many studies show that PSM is a desirable trait in the workplace – correlated to greater organizational commitment, job performance, and JS (Ritz, et al., 2016) –, it would be important to examine how recruitment and management policies can influence the level of PSM. Nevertheless, the number of studies that explore the impact of these policies on the employees’ level of PSM is low (Meyer-Sahling et al, 2020). The conclusion of a large study on this topic carried out in five countries is that merit-based competitions, rather than discretionary appointments, are correlated to a higher PSM, while permanent tenure has a mixed effect on PSM. More studies are needed to determine how the management practices can increase the PSM level.

## 1.2 JOB SATISFACTION

The second central concept of this article is *job satisfaction* (JS), which is the measure of employee’s overall contentment in their job. JS is the most studied job attitudes, organizational commitment and job involvement being two others with a significant impact on job performance and other desirable organizational outcomes.

JS is a global feeling, which takes into account various aspects of the job: the nature of the work, organization, organization’s policies, pay, benefits, security, coworkers, etc. JS includes affective and cognitive dimensions. Affective JS is rather a subjective concept, while cognitive JS is more objective and rational. Affective JS is a unitary concept that refers to the overall emotional appraisal of the job (Moorman 1993). In this affective sense, JS is measured through survey question regarding how much an employee likes the job. Cognitive JS is based on the evaluation of various dimensions and can be measured on the Likert scale, through items about how the employees

assess these dimensions. A significant number of articles try to make clear the relation between the cognitive and affective dimensions of JS from a conceptual and an empirical perspective. Some authors consider that *cognitive JS* is the primary concept and *affective JS* is just a derivative one, while other authors consider that the two concepts are two independent facets of JS.

In the literature, there is a high interest in studying, and particularly in measuring, JS. Most measures that are typically used in literature are oriented to the cognitive JS, since they evaluate on a Likert scale, various satisfactions dimensions of job. However, there is little consensus among researchers on the precise list of dimensions that should be taken into account to measure JS and many measures that are often used in articles are not based on a theoretical model. The measure of JS most widely used measure in literature is Minnesota Satisfaction Questionnaire (MSQ) score, initially based on a survey consisting in 100 questions, which measures JS regarding 20 dimensions: ability utilization, achievement, activity, advancement, company policy, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social status, social service, supervision-human relations, supervision-technical, variety, working conditions (Weiss, et al., 1967). This long-form questionnaire was reduced to a 20-question short form, based on the questions that best represent the 20 dimensions. By using confirmatory factor analysis, Moorman shows that the 20 dimensions can be gathered in two clusters: intrinsic JS factors – regarding the nature of the work – and extrinsic JS factors – regarding other aspects of the job: supervision, workers conditions, etc. (Moorman, 1993). Other authors found a different structure of the JS concept. For instance, Schriesheim et al. (1993) found a structure of 3 subscales: intrinsic, extrinsic and general satisfaction.

## 2. METHODOLOGY

To achieve our research goal, we conducted a literature review. We used “public service motivation” and “job satisfaction” as the keywords to search relevant articles in databases. We considered only those articles written in English. For this literature review we used one major databases: Web of Science, selected based on their academic reliability and wider availability of relevant articles. We removed reviews, conference papers and book chapters. We have analyzed 33 articles. Some of them do not have the relation between PSM and JS as their central research topic, but we still included them, since they can provide us with relevant results.

## 3. FINDINGS

We will summarize the findings on the 33 articles found through Web of Science searching in the following table, based on four elements: article’s objective, its methodology, the research results regarding the relationship between PSM and JS, other results.

**Table 1. Review of the Web of Science articles on the relation between PSM and JS**

	Author	Objective/Hyphoteses	Methodology/ Sample	Relationship between PSM and JS	Other findings
1	Nukpezah et al., 2024	This article analyzed if the increase of PSM of public safety workers from Mississippi is associated with higher commitment to public service and JS.	Data for this study was collected from Mississippi public sector professionals and were analyzed through statistical methods (OLS regressions and independent t-tests) Sample: 3698 public	For public safety employees, PSM and public safety work have an independent and additive effect on JS.	High-risk work and public service character are associated with higher JS. Intrinsic motivation is more important for public safety workers than extrinsic motivation.

	Author	Objective/Hyphoteses	Methodology/ Sample	Relationship between PSM and JS	Other findings
			employees were identified, of whom 1159 were selected, and 927 responses were received.		
2	Wang et al., 2024	Article's objective is to investigate the relationship between public service motivation (PSM), JS, career growth opportunities, and turnover intention among public employees from Yunnan Province, China.	The research method used is questionnaire-based survey, followed by statistical data analysis using Structural Equation Modeling (SEM). Sample: 587 public employees.	Public employees' PSM leads to remarkable JS	Public employees with high PSM have lower turnover intention, because they have a high level of JS. Their JS is higher in the organization in which there are better career opportunities.
3	Tu et al., 2023	This study examines the relationship among PSM, performance-contingent pay, and JS of frontline public service workers in Hong Kong	The research method used is a survey based on a questionnaire. The data were analyzed through statistical methods using Structural Equation Modeling (SEM). 300 frontline workers were approached, and 220 valid questionnaires were collected.	PSM positively and significantly affects JS. Greater PSM will indirectly increase JS by enhancing perceived job control	PSM and PCP (Performance-contingent pay) — through the mediating variable of perceived job control (PJC) — act together to increase frontline public employees JS.
4	Seulki & Na, 2023	This study explores how the relationship between PSM and JS was influenced by induced work intensity and organizational support during COVID-19.	This study adopted a mixed-methods approach to capture both qualitative insights and quantitative data. Sample: 1,430 South Korean central government employees.	PSM is positively associated with JS.	The organizational support is positively linked with JS and PSM. Male respondents with higher income level have higher PSM. Induced work intensity does not have a direct effect on JS, but has a direct effect on PSM
5	Rollnik-Sadowski et al., 2023	The aim of this paper is to examine the role of social support in the relationship between PSM and JS in CEE countries.	The method is survey-based questionnaire. The data were analyzed through statistical methods (the structural equation modelling (SEM) was used to test and evaluate multivariate causal relationships). Sample: 420 respondents from Poland, Romania, and Serbia	A high PSM increases the level of JS. PSM increases JS when public employees receive social support from colleagues or supervisors.	Self-sacrifice and compassion are confirmed as dimensions of PSM.

	Author	Objective/Hyphoteses	Methodology/ Sample	Relationship between PSM and JS	Other findings
6	Zhang, 2023	The study focuses on the relationship between PSM and JS and how this relationship contribute to the well-being of public employees in the Chinese public sector.	Quantitative Research Sample: Data was collected from 349 public employees in eastern China	Role overload partially mediates the positive relationship between PSM and JS, Marital status mediates the relationship between PSM and JS.	he relationship between role overload and job satisfaction is mediated by marital status,
7	Thuy & Phinaitrup 2023	The article analyzes the impact of PSM on job performance with the mediation of JS and person- organization fit (P-O fit).	The data analysis is based on a questionnaire survey applied to public servants under the People's Committee of Ho Chi Minh City, Vietnam. Sample: 365 answers from 450 questionnaires distributed.	Individuals with higher levels of PSM are more likely to experience greater JS.	PSM has a direct and an indirect impact on the job performance. JS and P-O fit partially mediates the relationship between PSM and job performance.
8	Park & Lee, 2023	This study investigates the impact of public service motivation (PSM) on JS and organizational commitment	The survey consisted of a combination of interviews and online surveys through a structured questionnaire. The data were analyzed through a quantitative method. Sample: 2,047 participants, consisting of 1,000 civil servants and 1,047 private sector employees	PSM has a direct impact on JS in the private and public sectors, but the impact is stronger in the public sector.	PSM positively impacts JS and organizational commitment in both sectors. Public sector employees have significantly higher levels of PSM than the private sector employees.
9	Liu et al., 2023	The article analyzes the relationship between PSM, depression and anxiety among firefighters in China.	A questionnaire- based survey. The data were analyzed through statistical methods. Sample: 776 firefighters from two provinces.	A higher PSM is correlated with higher JS	A higher level of PSM is associated with lower depression and anxiety.
10	Uluturk et al., 2023	The aim of the article is to explore the correlation among various factors from work environment and their impact on JS among Turkish street-level bureaucrats.	A survey based on a set of three questionnaires. In the first one, participants provided demographic information and responded at questions regarding ethical leadership. In the second set, the respondents express their opinion regarding PSM, red tape, and perceived organizational support	PSM is directly linked with JS especially when the employees perceived their leaders as ethical.	It is important for employees to perceive their leaders as ethical leaders because this aspect increase their PSM, JS and decrease the level of burnout.

	Author	Objective/Hyphoteses	Methodology/ Sample	Relationship between PSM and JS	Other findings
			and in the last set, participants responded to questions regarding JS and burnout. Sample: 725 employees (the final response rate was 712). The data were analyzed utilizing SPSS (v.18) and AMOS (v. 24).		
11	Ng et al., 2022	The article investigates how PSM influences JS among Australian nurses.	The methodology of the article is based on quantitative research and the data were analyzed through statistical methods. The final sample consisted of 219 participants.	JS mediates the negative relationship between abusive supervision and PSM.	Workplace mistreatment has a nonlinear effect on JS (above a certain level, more mistreatment does not have a further effect on JS).
12	White et al., 2022	The article focuses on the frontline police officers' perceptions on JS, PSM and person-environment fit among officers from Kentucky, Indiana, and Michigan.	The data for this study come from a cross-sectional survey applied to a convenience sample of front-line police officers. Sample: 330 surveys were distributed and 238 returned. The data were analyzed through statistical methods.	PSM is positively related to JS	Organizational fit with top managers – especially the values-based dimensions – is correlated with job satisfaction.
13	Liu & Zhao, 2022	The aim of the article is to investigate the relationship between servant leadership, PSM, JS, and work performance among Chinese public servants.	A survey based on a questionnaire. The data were analyzed through statistical methods. Sample: 206 Chinese public service	Employee's PSM was associated with higher work performance through JS.	Perceived servant leadership predicted higher employee performance and servant leadership is a key element for increasing PSM and JS.
14	Crucke et al., 2022	The article examines the degree in which organizational sustainability impacts PSM and JS in two Flemish provinces	A survey based on a questionnaire. Data were analyzed through statistical methods. Sample: 781 employees from 161 departments of 41 local municipalities.	PSM and JS are positively associated.	Internal sustainability has a strong indirect effect on JS through organizational support and public sector motivation.
15	Prysmakova, 2021	The article explores whether interactions with citizens (as a motivational factor) can contribute to increase JS among public employees.	A quantitative analysis based on a survey. Sample: 917 public service employees occupying various positions in the same institution	PSM and JS are correlated and their relation is mediated by person-organization fit.	The frequency of interaction with citizens is an important component of person-organization fit, which has a positive impact on job satisfaction.

	Author	Objective/Hyphoteses	Methodology/ Sample	Relationship between PSM and JS	Other findings
16	Bright, 2021	The article examines the extent to which perceptions of organizational prestige (POP) are related to PSM and how this relation influences JS and turnover among federal employees.	A survey based on a questionnaire. The data were analyzed through statistical methods (SEM in AMOS) Sample: 557 federal frontline employees from the Transportation Security Administration in Oregon.	PSM directly influences JS. PSM has also an indirect influence on JS, POP partially mediates the relationship between the two variables.	JS is negatively related to turnover intentions. PSM and POP does not have an impact on turnover intention.
17	Prysmakova & Vandenaabeele, 2020	The article analyzes the relationship between PSM and JS and the way in which this relationship is influenced by person-organization (PO) and person job (PJ) fits.	The methodology used is a questionnaire-based survey and data were analyzed through statistical analysis. Sample: 305 police officers from Poland and 207 police officers from Belgium.	PSM is directly linked with JS. All PSM dimensions have a significant influence on JS as follows: commitment to public values has the strongest effect and self-sacrifice the weakest.	In Poland, PSM is partially influenced by P-O fit and P-J In Belgium, JS increases when P-O fit and P-J fit increases. PO and PJ fit are separate don't coincide with PSM. Person-environment fit is the best <i>explanandum</i> of the relations between PSM and JS.
18	Stefurak et al., 2020	This study examines the way in which PSM is related to JS and job performance among emergency medical services professionals (EMSP)	The methodology is a questionnaire-based survey and the data were analyzed through statistical methods using exploratory factor analysis (EFA), confirmatory factor analysis (CFA) using the AMOS version 22 software. Sample: A total of 1,987 responses were collected from 10,675.	PSM is a powerful predictor of JS and job performance. Significant correlations were noticed between all PSM dimensions and JS, but public policy is not a fundamental aspect of PSM among EMSP.	PSM is linked to EMSP's satisfaction and performance. Training programmes has a great impact along the PSM dimensions by promoting retention.
19	Breaugh et al., 2018	The objective of the article is to compare public service motivation (PSM) and self-determination theory (SDT) and to explore their relationship with JS among tax office employees.	Methodology: quantitative data analysis. Sample: 990 respondents out of a total of 1208 employees (from the Tax Office and the Prison Service in the Swiss canton of Bern)	PSM and JS are correlated. Attraction to public service and commitment to public values have a strong impact on JS compared to compassion and self-sacrifice, among tax office employees.	PSM and SDT work motivation explain JS on independent motivational pathways. SDT work motivation has a stronger impact than PSM on JS. Employees with low PSM are more negatively impacted by low work motivation.

	Author	Objective/Hyphoteses	Methodology/ Sample	Relationship between PSM and JS	Other findings
20	Kjeldsen & Hansen, 2018	The objective of the article involves examining how variations in public service motivation (PSM) and JS across different sectors are influenced by organizational characteristics	Methodology questionnaire-based survey; data were analyzed through statistical methods. Sample: 697 respondents from the public sector and 346 respondents from the private sector (from a random sample of 2,000 office workers from each sector).	There is a more positive PSM–JS association in the public sector than in the private sector. The relationship between public service motivation (PSM) and JS (JS) is different in the public sector compared to the private sector. When working in a private organization, high level of PSM can be a source of frustration.	After controlling for organizational characteristics – perceived red tape, hierarchical authority, and organizational goal specificity – PSM and JS are not correlated in the private sector.
21	Choia & Chung, 2018	This study aims to understand how the relationship between PSM, JS and turnover is influenced by private and public sector and organizational characteristics.	This study employed the Kaplan-Meier method as its statistical approach. Data were collected from the National Longitudinal Survey of 1972 (NLS-72). Sample: 197 participants. The respondents have received at least a BA degree and their first job was as a teacher during 1976–1979.	Employees who prioritized helping others express higher levels of JS. No significant differences were noticed in terms of PSM between employees in the private and public schools.	There is no statistically significant relationship between the desire to help others and the intention to leave the organization. Employees who prioritize removing social inequity have a lower turnover rate.
22	Roh et al., 2016	The objective of the article is to determine the factors that influence JS of social workers in health care organizations in the United States	Methodology: A questionnaire-based survey implemented online; data were analyzed through Structural Equation Modeling (SEM) using AMOS (version 16.0) to test the hypotheses. Sample: 2.732 social workers from which were received 358 responses.	Commitment to public interest (as part of PSM) is positively related to JS	When employees need to artificially cover their feelings (for example false face, hiding anger, surface acting), JS decreases, and burnout increases.
23	Li & Wang, 2016	The objective of the article is to correlate PSM with JS and to investigate the factors which influence	Methodology: a questionnaire-based survey based; the data were analyzed through	Emotional labour strategies – surface acting	Teachers with high PSM have a strong sense of responsibility,



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		this relationship	structural equation modelling using AMOS 17.0 Sample: 317 primary and middle school teachers from China	and deep acting – play partial mediating roles in the PSM – extrinsic satisfaction and PSM–intrinsic satisfaction relationships.	identification with their work and strongly agree with their schools' goals. Also, high PSM is associated with the spirit of self-sacrifice and with a high professional ethics among teachers.
24	Homberg et al., 2015	The article examines the relationship between PSM and its dimensions and JS. .	Methodology: a quantitative research based on a meta-regression analysis on 28 studies.	There is a strong correlation between PSM and JS. The influence of the dimensions attraction to policy making and commitment on JS is minimal, whereas commitment to the public interest and self-sacrifice significantly contribute to JS	The PSM of the public employees is high when jobs provide clear opportunities for them to engage in public service. .
25	Liua et al., 2015	This article analyzes the relationship between PSM and JS by taking into account the moderators, needs-supplies fit and person-organization fit, among 623 public employees in China.	Methodology: a questionnaire-based survey. The data were analyzed through statistical methods: a confirmatory factor analysis (CFA) using Lisrel 8.7 and a hierarchical ordinary square analysis. Sample: 623 full-time employees in public sector and part-time students in a Master of Public Administration (MPA).	A strong public service motivation contribute to a high level of JS	Employees with low public service motivation, low person-organization fit and low needs-supplies fit had low satisfaction at their jobs. In situations with low person-organization fit and low needs-supplies fit, the relationship between PSM and JS is very strong and in the context with high person-organization fit and high needs-supplies fit the relationship between PSM and JS is moderate.

	<b>Author</b>	<b>Objective/Hyphoteses</b>	<b>Methodology/ Sample</b>	<b>Relationship between PSM and JS</b>	<b>Other findings</b>
26	Taylor, 2014	This article analyzes how perceptions of two relational job characterises – impact on citizens and contact with citizens – influence public service motivation and JS among a group of Australian local government employees.	Methodology: a questionnaire-based survey. Sample: 233 valid answers from 247. The data were analyzed through statistical methods.	Employees with high PSM show high JS when their jobs allow them to have a positive impact on and/or contact with citizens. PSM is not the only determinant of JS.	PSM was positively related to JS and with job impact on citizens but not with job contact with citizens. JS is positively related to job impact and job contact.
27	Liu & Tang, 2014	The objective of the article is to examine to what extent the love of money influences the relationship between PSM and JS among public employees in China.	A questionnaire-based survey applied to full-time public employees who were also part time students in a Master of Public Administration program. The data were anlyzed through statistical methods.	Individuals with higher levels of PSM experience higher JS	The employees with a strong love of money have a significantly stronger relationship between PSM and JS than those without.
28	Bøgh Andersen & Bøgh Andersen. 2013	The article analyzes the relationship between PSM, user orientation and JS and examines whether this relationship is different between the private and public sectors.	Methodology: a questionnaire-based survey; the data were anlyzed through statistical methods Sample: 3.364 Danish employees of which were received 2811 valid answers	PSM is directly linked with JS. The correlation between PSM and JS is similar in the private and public sectors.	Older Danish employees which have a higher income and works in the public sector have high levels of JS and PSM.
29	Cun, 2012	The objective of the article is to examine PSM and JS of employees in the public sector of Guanzhou.	Public sector employees in Guangzhou were randomly selected and asked to respond to a questionnaire based on Perry's PSM scale. Results were analyzed through statistical methods. Sample: 502 permanent employees	PSM significantly influences JS	Longer organizational tenure decreases PSM. PSM influences organizational citizenship behaviour
30	Taylor & Westover, 2011	This article examines the effects of PSM, intrinsic, extrinsic attributes and work relations with superiors and co-workers on JS in USA, Canada, Great Britain, Germany, France, Denmark, and Norway.	Data were collected from the International Survey Program (ISSP): Work Orientations and were anlyzed through statistical methods. Sample: 4,595 (2,707 respondents for the 1997 wave, and 1,888 respondents for the 2005 wave). The	PSM was corelated to JS when it was analyzed separately (without country influence and other independent variables).	Intrinsic attributes are more important than extrinsic attributes in influencing JS. Employees with higher level of PSM experience better promotion prospects and better relations with managers and

	Author	Objective/Hyphoteses	Methodology/ Sample	Relationship between PSM and JS	Other findings
			respondents are full-time, part-time, and casual employees.		coworkers.
31	Westover & Taylor, 2010	The objective of the article is to analyze the differences in JS and its key determinant (PSM, PSM-fit, workplace rewards, employee characteristics, and work relations) in six countries over time.	Data were collected from the International Survey Program, (ISSP): Work Orientations for 1989, 1997 and 2005. The data were analyzed through statistical methods.	PSM is not found to have a significant relation with JS	The intrinsic rewards (among all determinants,) have the greatest impact on JS and then the relations with the managers. PSM-fit has a lower influence on JS than the other determinants.
32	Liu et al., 2008	This article explores the effects of the dimensions of public service motivation on JS of the public employees in China	The data were analyzed through statistical methods (an exploratory factor analysis with SPSS 12.0) The sample consists of 191 part time students of a Master of Public Administration which were full time employees in the public sector.	PSM is linked to JS	The dimensions attraction to public policy making, commitment to the public interest and self- sacrifice are confirmed and are directly related to JS, but compassion could not be confirmed.
33	Bright, 2008	The purpose of the article is to analyze the degree in which PSM affects the JS and turnover of public employees from three public institutions from Oregon, Indiana, and Kentucky	A questionnaire-based survey, the data were analyzed in two stages through statistical methods. Sample: 205 employees (with diverse occupations) which were random selected from a health care agency, a city government and a county jurisdiction from Indiana, Kentucky, and Oregon.	The PSM is linked with JS only when it exists a compatibility between employees and public organizations. P-O fit moderates the relationship between PSM and JS	PSM is positively related to P-O fit and P-O fit is significantly related to the JS.

Source: Data gathered by authors

#### 4. RESULTS AND DISCUSSION

Most articles analyzed in the table use the questionnaire-based survey method and the two relevant variables are measured based on some Likert-type questions. PSM is usually measured through some Likert-type items, starting from Perry's framework, but most articles use neither the long (40-item version), nor the short (24-item) version of the Perry's questionnaire, since both are long, but an even shorter version. In most articles JS is measured through a small numbers of items, rather focused on the affective satisfaction.

Almost all reviewed articles find a correlation between PSM and JS. Nevertheless, many articles examine this relation in more detail. First, some articles examine whether other variables mediate

the relation between PSM and JS. The results of these articles is that some variables partially, but not fully mediate this relation For instance, Zhang (2023 )shows that role overload partially mediates the relation between PSM and JS, but PSM has also an independent direct impact on JS. At the same time, Bright (2021) shows that perception of organizational prestige partially mediates the relationship between the two variables, but PSM has also a direct impact on JS. Prysmakova (2021) shows that P-O fit mediates the relation between PSM and PJ. Other articles also that that P-O fit has a contribution in the relation between PSM and JS (Thuy & Phinaitrup, 2023; Liua, Li-Ping Tangb & Yang, 2015). This is explained by the fact that PSM has an impact on JS only if P-O fit is high, i.e. when there is a good compatibility between an employee and an organization. In organizations that do not pursue public interest, PSM does not bring JS.

Other studies focus on the impact on the dimensions of PSM on JS. These dimensions of PSM can be those from the initial Perry's model (Perry, 1996) or, according to the results of some studies, other similar ones. For instance, Breaugh, Ritz & Alfes (2018) show that attraction to public service and commitment to public values have a stronger impact on JS than compassion and self-sacrifice. Prysmakova & Vandenebee (2021) also show that all PSM dimensions have a significant influence on JS, but with different strengths: commitment to public values the strongest and self-sacrifice the weakest one. Liu, Tang and Zhu (2008) show that attraction to public policy making, commitment to the public interest and self- sacrifice are correlated to JS, but compassion is not. Such studies that examine the impact of the dimensions of PSM are useful, because in some cases the four dimensions of PSM are not strongly correlated and so can have a different impact on JS.

Lastly, it is worth noticing that the concept of PSM in itself is relevant mainly, but not exclusively, for the public sector. Although initially designed for the public sector employees, PSM has then started to be used as a universal concept, for both public and private sectors. Used like this, PSM is rather a matter of service, not of sector, and is also applicable in the private organizations, when altruistic, prosocial motivation is prominent (Perry & Hondeghem, 2008). Some articles analyzed show that PSM-JS association is stronger in the public sector than in the private one.

## 5. CONCLUSION

Understanding the relationship between PSM and JS is important for public sector organizations, since they can use in order to increase their JS, which has a significant impact on important organizational outcomes, such as turnover rate, attendance at work and job performance. Since PSM is correlated with better job performance, public managers can use candidates' PSM as a selection criterion. At the same time, they can try to increase employees' PSM in order to improve organizational performance.

## AUTHORS CONTRIBUTIONS

The author/authors listed have made a substantial, direct and intellectual contribution to the work, and approved it for publication.

## CONFLICT OF INTEREST STATEMENT

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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