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Does Person-Organization Fit Mediate the Relationship between Affect-Based Work Antecedents and Public Employee Job Satisfaction?

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In this study we investigate whether person-organization fit mediates the relationship between affect-based work antecedents—specifically, transformational leadership and role clarity—and public employee job satisfaction. We hypothesize that transformational leadership and role clarity, as joint affect-based work antecedents, will trigger the effect of value congruence on job satisfaction in public organizations. Using a viewpoint survey of South Korean government officials, we estimate structural equation models to test this hypothesis. Our findings indicate that person-organization fit does mediate the relationship between transformational leadership and job satisfaction. However, we also find that the mediating effect of person-organization fit on the relationship between role clarity and job satisfaction is not significant. This study contributes to our understanding of how affect-based work experiences can influence the person-organization fit and job satisfaction relationship. Implications are discussed accordingly.

Keywords: Person-Organization Fit, Transformational Leadership, Role Clarity, Job Satisfaction

Public organizations provide opportunities for public servants to perform essential tasks that create and support public service values through assigned roles. As a result, personnel management within public organizations is often designed to encourage employees to connect their jobs to these values (Houston, 2011). The public values literature supports this value-laden management approach (Alford & O'Flynn, 2009; Benington & Moore, 2011; Bozeman, 2007). Wright (2001), for example, suggests that intrinsic forms of work motivation in public organizations—achieved by value service cohesion—can lead to value driven job satisfaction.

To examine the effectiveness of ensuring value service bonds in public organizations, a number of scholars have applied the theory of person-organization fit. Drawing on public service motivation theory, these scholars have tested mediation models where the relationship between public service motivation and job focused work outcomes is mediated by person-organization fit effects (e.g., Bright, 2008; Gould-Williams, Mostafa, & Bottomley, 2015; Jin, McDonald, & Park, 2018a; Kim, 2012; Liu, Tang, & Yang, 2015; Wright & Pandey, 2008). Recent theory has also drawn attention to antecedent mechanisms such as the role of value congruence (Yu, 2009, 2013). Together these studies and theory suggest that work affect frameworks can shed light on how an individual's affective attachment to organizational work values and roles—i.e., the internalization process—prompts subjective changes in person-organization fit.

Although attempts have been made to develop and test frameworks for causal relationships between public service motivation and person-organization fit (Jin, McDonald, Park, & Yu, 2017) as well as between person-organization fit and job satisfaction (Jin, McDonald, & Park, 2018b), limited research has focused on antecedent mechanisms. As such, the present study contributes to our understanding of the work affect antecedents to the person-organization fit and job satisfaction relationship for public servants. Specifically, building on Meyer and Allen's (1991) assumption of work experience stimuli for an individual's affective attachment to an organization, we present an affect-based mediation model of person-organization fit. This model suggests that transformational leadership and role clarity, as work experience antecedents, jointly promote person-organization fit by stimulating employees' value-laden desires and work roles (Meyer & Allen, 1991). The perceived person-organization fit then elevates intrinsic reactions to one's value service cohesion—ultimately leading to job satisfaction (Wright, 2001).

Model Development

Person-Organization Fit and Job Satisfaction

Person-organization fit, as originally conceptualized, is the way employees perceive their interactions with their organizational environment (Argyris, 1957). Most of the literature on person-organization fit has generally focused on value congruence, which has been defined as “the congruence between patterns of organizational values and patterns of individuals' values” (Chatman, 1991, p. 459). Out of the various types of compatibilities that could (in theory) be perceived in the work environment (Cable & DeRue, 2002; Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005), person-organization fit corresponds to the matching of individual value patterns and organizational value patterns.

Drawing on fit perceptions theory, prior research on person-organization fit has suggested that there are differential effects on organizational and job-related outcomes. This research has shown that person-organization fit has a stronger influence on organizational outcomes than it does on job-related outcomes (Bretz & Judge, 1994; Cable & DeRue, 2002; Hoffman, Bynum, Piccolo, & Sutton, 2011; Kristof-Brown, Jansen, & Colbert, 2002; Lauver & Kristof-Brown, 2001). Subsequent meta-analyses have also provided insights into particular attitudinal and behavioral mechanisms (Hoffman & Woehr, 2006; Kristof-Brown et al., 2005; Verquer, Beehr, & Wanger, 2003). Central to the accumulated evidence is the strong effect of person-organization fit on employee job satisfaction in both private and public sector organizations. Scholars have, therefore, attempted to provide alternative theoretical explanations about the underlying attributes that link value congruence with job satisfaction (e.g., Edwards, Cable, Williamson, Lambert, & Shipp, 2006; Gabriel, Diefendorff, Chandler, Moran, & Greguras, 2014; Jansen & Shipp, 2013; Kristof-Brown & Jansen, 2007; Yu, 2009, 2013).

Public management scholarship has primarily focused on psychological antecedents of person-organization fit. Starting with Perry and Wise's (1990) theorization of public service motivation, this scholarship has explored motivational traits and examined whether it is the case that "the greater an individual's public service motivation, the more likely the individual will seek membership in a public organization" (p. 370). The findings from this scholarship have provided consistent evidence that the effect of person-organization fit on job satisfaction is triggered by intrinsic public service motivation (Bright, 2008; Gould-Williams et al., 2015; Kim, 2012; Wright & Pandey, 2008, 2011). As such, a number of scholars have suggested that the value service cohesion that enhances public employee satisfaction builds on the motivational attributes of public service that are internalized by employees.

In order to further determine antecedent characteristics stimulating the person-organization fit and job satisfaction relationship, recent affect-based fit research has developed more in-depth causal models. These models focus on the affective driving forces influencing the motivational role of person-organization fit (Yu, 2009). Jin, McDonald, Park, and Yu (2017), for example, tested a public sector affective influence model to determine whether the effect of public service motivation on person-organization fit depended on an individual's affective influence process.

Despite these recent attempts, given the lack of evidence for antecedent constructs other than public service motivation, the underlying processes explaining person-organization fit remain underexamined. Therefore, a key to filling this gap in the literature is to explore particular work affect variables and test related assumptions and frameworks.

Affect-Based Work Experiences and the Mediating Role of Person-Organization Fit

Using a work affect attachment approach to identify antecedents and study the consequences of person-organization fit are not new scholarly efforts. Often relying on theories of affective consistency for person-environment fit hypotheses, studies of work affect have long provided the conceptual basis for fit perceptions (Meyer & Allen, 1991; Yu, 2009). Meyer and Allen's (1991) assumptions regarding the internalization processes used to develop work values and roles explain the importance of affective consistency. Indeed, when employees feel comfortable with certain work values and roles they begin to internalize them. They then align those work values and roles with their personal values and role orientations. The motivation to develop affective consistency between work values and roles forms the foundation for the relationship between the organization focused construct—i.e., value congruence—and the service focused outcome—i.e., employee job satisfaction (Yu, 2009, 2013).

Work experiences characterize the individual internalization process when it comes to work values and roles. Beginning with conceptualizations of work experience traits effecting affective attachments between individuals and organizations (Mowday, Porter, & Steers, 1982), research has long explored work experience variables that have significant influence on attitudinal and behavioral outcomes. Allen and Meyer (1990), for instance, introduced myriad work experience variables; and, a number of researchers have developed systematic criteria for testing the work experience hypotheses. Moreover, Meyer, Stanley, Herscovitch, and Topolnytsky (2002) conducted a meta-analysis and found that transformational leadership, role ambiguity, and organizational support were among the strongest affective influences of work experiences.

The affect-based mediation model of person-organization fit proposed in the present study is framed by the assumption that the self-internalization process guides work values and roles. Corresponding to the value and role function of the self-internalization process, transformational leadership and role clarity are predicted to form the causal mechanism influencing the person-

organization fit and job satisfaction relationship. Our model proposes that person-organization fit mediates the relationship between affect-based antecedents (i.e., transformational leadership and role clarity) and public employee job satisfaction. The affect-based antecedents jointly enhance the value service cohesion of public servants by elevating person-organization fit perceptions. How affective attachment to organizational values improves job satisfaction is discussed below.

Person-Organization Fit as a Mediator between Transformational Leadership and Job Satisfaction

Burns (1978) initially suggested the transforming role of leadership; and, the conceptual basis for Bass's (1985) transformational leadership theory in organizational work environments is that transformational leaders are those who lead their followers using four behavioral skills: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration (Bass & Riggio, 2006). Podsakoff, MacKenzie, Moorman, and Fetter (1990) refined this conceptualization by establishing three core behavioral dimensions of transformational leadership: 1) articulating a vision, 2) providing an appropriate model, and 3) fostering acceptance of group goals. Developments in the theory and research on transformational leadership have further enabled specification of the underlying behavioral orientations and traits of transformational leadership behaviors. The transformational leader's compelling and inspirational articulation of value systems and goal orientation is the central vehicle for leadership effectiveness associated with work outcomes across sectors (Judge & Piccolo, 2004; Paarlberg & Lavigna, 2010; Podsakoff, MacKenzie, & Bommer, 1996).

Self-concept theory contends that transformational leaders provide the organizational frame for individual self-identification at work (Shamir, House, & Arthur, 1993). Transformational leadership theory suggests that transformational leaders uncover and activate particular values that their employees have. Transformational leaders also communicate with followers to amplify the salience of these values within the frame of the organization's values. That is, the frame alignment behaviors of transformational leadership tend to reinforce the psychological process of value congruence (Chi & Pan, 2012). The concepts of transformational leadership and value congruence both draw on an individual's self-internalized values. These values secure the self-identity affirmation process embedded within an individual's work environment (Hoffman et al., 2011; Jung & Avolio, 2000; Shamir, 1995).

Studies often focus on value-based attributes of work motivation for "connecting the dots" between transformational leadership and a variety of organizational work outcomes. Park and Rainey (2008), for instance, developed a full structural equation model of transformation-oriented and transaction-oriented public leadership. Their results revealed that transformation-oriented leadership enhances employee job satisfaction and performance through public service motivation. Additionally, Caillier (2016b, 2016c) conducted mediation model analyses and found that mission valence, goal clarity, and self-efficacy mediated the positive relationship between transformational leadership and extra role behaviors among government employees in the United States (US). Furthermore, Wright, Moynihan, and Pandey (2012) suggested a public service values framework based on empirical evidence demonstrating that transformational leadership and mission valence for public servants was linked through individual public service motivation and perceived goal clarity.

Given these findings, we expect that transformational public managers more so than non-transformational public managers will better articulate particular work values in their organizations. Research has shown that transformational public managers are better able to

articulate why work values are important for the public(s) that they serve (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2016); and, public sector employees are believed to internalize their organization's value systems. This internalization leads to improved person-organization fit perceptions among public sector employees (Paarlberg & Lavigna, 2010). In this sense, then, value congruence acts as a mediator between transformational leadership and job satisfaction in public organizations and is driven by the affective attachment to public sector work values.

The literature on public leadership also points to direct effects of transformational leadership on employee work attitudes. Using pooled panel data of US federal government agencies, Oberfield (2014) conducted a time series regression analysis to test the causality of a full range leadership theory. He found that transformational leaders strongly improved follower cooperation, satisfaction, and work quality. Similarly, Park and Rainey (2008) presented regression results supporting the direct effects of transformation-oriented leadership on employee job satisfaction in public organizations. Transformational leadership, therefore, directly touches upon the affective attachment to an employee's job since it shapes the employee's perception of "the importance of the job to the organization and its mission or vision" (Purvanova, Bono, & Dzieweczynski, 2006, p. 7).

A number of other scholars (e.g., Judge & Piccolo, 2004; Podsakoff et al., 1990; Podsakoff et al., 1996; Purvanova et al., 2006) have also provided support for the direct relationship between transformational leadership and job satisfaction. In this study, we hypothesize that the positive effect of transformational leadership on employee job satisfaction in public organizations is both direct and indirect, with the indirect effect being mediated through employees' perception of person-organization fit.

Hypothesis_i: Transformational leadership in public organizations has both direct and indirect positive associations with employee job satisfaction. However, the indirect association is mediated through perceived person-organization fit.

The Mediating Role of Person-Organization Fit between Role Clarity and Job Satisfaction

Role clarity is defined as the extent to which employees are clear about the priorities and requirements of their jobs (Morrison, 1993). A related concept, role ambiguity, though has most often been the subject of previous organizational scholarship (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Rizzo, House, & Lirtzman, 1970). Because of the high degree of conceptual symmetry between the two concepts, early research on the implications of role clarity often relied on an understanding of role ambiguity's mechanisms. However, in recent years, it has been suggested that the conceptual basis for focusing on role ambiguity as a means to identify the salient functions of role clarity and the specifications of work environments should be reversed.

The role ambiguity literature builds on the work affect assumptions of role theory perspectives and suggests that rolemaking processes are dynamic. Indeed, this literature often finds that the ambiguity of perceived roles, as an interactive stressor between employees and their organizational environments, negatively affects the dispositional and behavioral characteristics of individuals and other organizational work settings (Graen, 1976; Kahn et al., 1964; Szilagyi, Sims, & Keller, 1976). Early studies, for instance, found that role ambiguity negatively affected employee organizational commitment (Morris & Koch, 1979) as well as job satisfaction and involvement (Bedeian, Armenakis, & Curran, 1981; Drory, 1981). Some of these studies also found that role ambiguity increased turnover intention and anxiety stress (Bedeian et al., 1981; Brief & Aldag, 1976).

Highlighting the importance of supervisory intervention for role clarification, Schaubroeck, Ganster, Sime, and Ditman (1993) provided experimental evidence that role ambiguity increased employee stress and supervisor dissatisfaction. Meta-analyses have also supported the findings that role ambiguity is negatively associated with employee work attitudes and performance (Abramis, 1994; Jackson & Schuler, 1985; Tubre & Collins, 2000). Overall, the literature on role theory indicates that affective influences underpin positive correlations between role ambiguity and job stressor variables as well as negative correlations between role ambiguity and work outcomes.

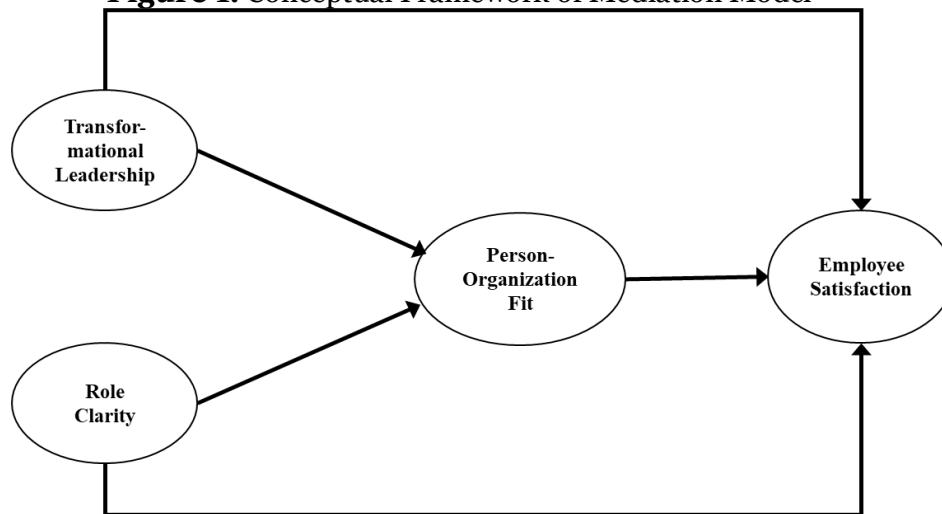
As previously noted, the role ambiguity literature provides a theoretical basis for the affective relationship between role clarity and work outcomes (Berkowitz, 1980; Lyons, 1971). The conceptual symmetry of the two concepts' diametrical effects on the same employee outcomes has been supported by research. Recent scholarly works, for instance, have found that role clarity positively affects job satisfaction and the work motivation of public servants (Hassan, 2013; Wright, 2004; Wright & Davis, 2003). Other studies have found negative influences of role ambiguity on public employee job satisfaction (Chu, Lee, & Hsu, 2006; Kim & Wright, 2007). Hassan (2013), for example, found that employee turnover was negatively associated with role clarity, whereas Kim and Wright (2007) found that turnover intention was driven indirectly by role ambiguity. As such, consistent with the literature in this area we expect that role clarity will directly improve employee job satisfaction.

In addition to the direct relationship between role clarity and job satisfaction, the work affect influence of role clarity can also promote person-organization fit perceptions. Values in public organizations are formed through dynamic interactions among employees. Public servants, thus, establish an organizational identification in alignment with the nature and salience of their individual job function (Hassan, 2013; Wright & Pandey, 2011). Value-based approaches to public management not only stress the alignment of compelling value descriptions (e.g., Moore, 2000), they also focus on the practical role of mission valence in terms of job focused outcomes (Wright, 2007; Wright & Pandey, 2011). That is, this research finds that organizational values in the public sector can transform public service tasks into jobs with meaningful and substantive implications that are then internalized by employees.

As a value-based perspective, Wright's (2004) structural model of work motivation among public employees underscores the conceptual mutuality and closeness between perceived goal clarity and perceived role clarity. This strong mutual causality has been discovered by other public management scholars as well (e.g., Pandey & Rainey, 2006; Pandey & Wright, 2006). Caillier (2016a), for instance, found that perceived goal clarity promotes public service motivation of individual employees by enhancing their organizational commitment. He, therefore, argued that a better understanding of organizational goals in the public sector can lead to greater consideration of the publicness embedded within public service jobs. Consequently, he suggested, this enhances organizational commitment.

Variation in individual work roles can also lead to organizational identification and job satisfaction (Wright & Pandey, 2011). Therefore, in this study we predict that the effect of role clarity on job satisfaction will be mediated through person-organization fit. It should be noted, however, that although identity-based theories provide explanations for promoting organizational identification through role clarity and job specificity (Ashforth, 2001; Bray & Brawley, 2002), role clarity establishes clear guidelines for individual jobs and a clear understanding of how employees contribute to organizational values when job goals are achieved. Thus, a better understanding of the role of job contributions to organizational values provides greater insight into the self-internalization process of work roles. That is, role clarity provides an affective state that allows employees to understand their tangible and meaningful contributions,

Figure 1. Conceptual Framework of Mediation Model



how to accomplish certain tasks, and how they will be held accountable for those tasks. Thus, consistent with identity-based theories, Wright (2004) and Wright and Kim (2004) emphasized the importance of job specificity and task significance to achieve affective attachment.

In this study, we posit that role clarity in the public sector will positively influence job satisfaction, which is not only a direct influence but is also mediated by improving person-organization fit. Role clarity will increase compatibility between public service values of the employee and those being carried forward by the organization. As a result, the enhanced value congruence improves job satisfaction.

Hypothesis₂: Role clarity in public organizations has both direct and indirect positive associations with job satisfaction. However, the indirect association is mediated through perceived person-organization fit.

Figure 1 illustrates our conceptual framework.

Data, Measurement, and Analysis

Data

This study relies on a modified and translated version of the U.S. Federal Employee Viewpoint Survey (FEVS), which was conducted by the U.S. Office of Personnel Management in 2013. This modified survey was administered to South Korean government employees who had been dispatched to the Central Officials Training Institute for occupational work training. The survey was distributed to 724 South Korean public employees over the course of five training sessions. Of these employees, 226 of them completed the survey. This is a response rate of 31.2%. Since the training sessions ended right after the initial survey was returned, no follow-up requests were made.

As shown in Table 1, respondents were both managerial and non-managerial employees from central government agencies, executive committees, and local governments. Males represented approximately 83% of respondents. There was substantial missing data for the rank variable.

Table 1. Demographic Statistics of Respondents ($n=226$)

Background	Category	Respondents (n)
Gender	Male	173
	Female	35
	Gender Unknown	18
Age (<i>approximate</i>)	20s	1
	30s	43
	40s	76
	50s	85
	60s	0
	Age Unknown	21
Length of Service	Less than 1 year	10
	1-3 years	3
	4-5 years	9
	6-10 years	36
	11-15 years	33
	16-20 years	18
	21-25 years	47
	26-30 years	30
	More than 30 years	32
	Length of Service Unknown	8
Rank	Senior Executive Grades	15
	Grade 4	24
	Grade 5	34
	Grade 6	10
	Grade 7	10
	Grade 8	3
	Rank Unknown	130

Note: Grades 1-3 are incorporated into the “Senior Executive Grades” rank in the South Korean national government.

There was also missing data (although not a substantial amount) for other demographic variables. In general, however, even though the survey was not distributed to a random sample of South Korean government officials the composition of respondents matched the composition of the broader population of South Korean government employees in terms of gender, age, and tenure (Korea Institute of Public Administration, 2014).

The use of South Korean survey data can be questioned in terms of theoretical generalizability. However, it should be noted that many studies have considered the South Korean public administration context when examining theoretical models and frameworks for the public sector. For example, Kim (2011) suggested a revised measure of public service motivation by analyzing survey data collected from South Korean firefighters; and, in another study, Kim (2012) provided empirical evidence of the mediating role of person-organization fit by using South Korean civil service survey data. Other public management studies using Chinese or Taiwanese data have also improved our understanding of different aspects of public sector management (Liu, Tang, & Yang, 2015; Yang, 2009).

Since our mediation model focuses on whether individual variation regarding the self-internalization process underlies the person-organization fit and job satisfaction relationship, it is less important that we focus on cultural distinctions for model development. Even for cultural and/or racial influences that have been found to exist in other fit research (e.g., Lyons & O’Brien,

2006), scholars have suggested that there could be effects from varying affective work experiences based on race or culture. Since the South Korean public sector is homogeneous in terms of cultural and racial demographics, we believe that the findings from this study can be used to enrich our understanding of general affect-based work antecedents.

Measurement

Our four study variables—i.e., job satisfaction, person-organization fit, transformational leadership, and role clarity—are all latent constructs. We measured the variables using multiple items on a seven-point Likert scale. The scale ranged from *strongly disagree* (coded as “1”) to *strongly agree* (coded as “7”). The items were chosen based on previously validated measures. We then conducted Cronbach’s reliability tests for internal consistency of each measure (Cronbach, 1951). Table 2 presents the measures and their means, standard deviations, and Cronbach’s reliability estimates.

Our measure of job satisfaction is composed of three items adapted from the Michigan Organizational Assessment Questionnaire’s three-item instrument for overall job satisfaction (Cammann, Fichman, Jenkins, & Klesh, 1983). We excluded one item from this instrument because it was not included on the FEVS. To account for this excluded item, we included a job satisfaction item that was on the FEVS. This item asked how satisfied employees were about their involvement with decision-making processes related to their job. This three-item construct has a reliability coefficient of 0.80.

To measure person-organization fit, three measurement approaches have been generally applied: subjective, perceived, and objective fit (Hoffman & Woehr, 2006; Kristof, 1996). In this study we relied on a subjective fit measure that directly asked employees “how well their characteristics fit with their organization’s characteristics” (Hoffman & Woehr, 2006, p. 391). This question was intended to assess each individual’s cognitive state in terms of the perceived congruence between their personal characteristics and their organization’s profile. Cable and DeRue (2002) developed a three-item measure for person-organization subjective fit; and, our measurement for this construct uses two of these three items. The reliability estimate for this two-item construct is 0.88.

Podsakoff and colleagues (1990) developed, and validated through confirmatory factor analysis, a widely accepted instrument for transformational leadership. This instrument validates three dimensions of core transformational leader behaviors: articulating a vision, providing an appropriate model, and fostering acceptance of group goals. In our study, we used these same items for our measure of transformational leadership. The reliability estimate for this construct is 0.91.

Many studies have relied on Rizzo et al.’s (1970) survey items to measure role ambiguity and role clarity. The instrument originally consisted of six items that directly asked about the clarity of one’s job and responsibilities at work. In our study, we included two items of the measure—acknowledging that this reduced two-item construct may suffer from validity concerns. The reliability estimate for this construct is 0.87.

Analysis

In this study, we employed structural equation modeling to examine the hypothesized mediating effects of person-organization fit and the direct and indirect relationships among the study variables (Kline, 2011). We applied Anderson and Gerbing’s (1988) two-step approach to structural equation modeling. Specifically, we conducted two types of covariance structure

Table 2. Descriptive Statistics

Item and Variable		Mean	SD	α
Person-Organization Fit (POF)				0.88
POF1	The things that I value in life are similar to the things that my organization values.	4.42	1.23	
POF2	My personal values match my organization's values and culture.	4.27	1.19	
Transformational Leadership (TL)				0.91
TL1	Supervisors articulate the organizational mission, vision, and values to employees.	5.02	1.32	
TL2	Supervisors provide employees with a clear understanding of how their tasks contribute to organizational mission and goals.	4.89	1.31	
TL3	Supervisors develop challengeable and achievable goals.	4.94	1.24	
Role Clarity (RC)				0.87
RC1	I clearly know the range of authority that I have.	5.35	1.12	
RC2	My job has clear, planned goals and objectives.	5.29	1.16	
Job Satisfaction (JS)				0.80
JS1	All in all, I am satisfied with my job.	5.19	1.05	
JS2	All in all, I like working here.	4.86	1.21	
JS3	I am satisfied with my involvement with decision-making processes pertaining to my tasks.	5.12	1.12	

Notes: $n=226$ for POF, TL, and JS; $n=224$ for RC.

analyses using Mplus Version 6.12. First, we conducted a series of confirmatory factor analyses (CFA) to ensure convergent and discriminant validity of our study variables. Among the models, the four factor CFA measurement model resulted in the best fit to the data. In the second step, we estimated a full structural equation model using conventional regression analysis as well as path analysis. This analysis was used to test whether the hypothesized model structure produced a good fit to the observed covariance structure of the data.

Results

Confirmatory Factor Analysis

The four factor measurement model and five other alternative CFA models were tested for model fit and validity of the study variables. The alternative models were: 1) a person-organization fit and transformational leadership combined model; 2) a person-organization fit and role clarity combined model; 3) a person-organization fit and job satisfaction combined model; 4) a transformational leadership, role clarity, and job satisfaction combined model; and, 5) a null one factor model. Table 3 presents estimates of the model fit indicators for each model.

The four factor model resulted in the best fit statistics and matched our assumption of good model fit to the data. Despite the significance of the chi-square test of model fit ($p < 0.001$), the ratio of chi-square ($\chi^2=61.51$) to the degrees of freedom ($df=29$) is 2.12. This is lower than the cutoff ratio of five for acceptable model fit (Wheaton, Muthen, Alwin, & Summers, 1977). Other model fit statistics for the four factor model (e.g., Root Mean Square Error of Approximation=0.07; Comparative Fit Index=0.98; Tucker-Lewis Index=0.96; Standardized Root Mean Residual=0.03), however, all indicate a good fit (Hu & Bentler, 1999). Thus, comparison of all fit

Table 3. Fit Statistics

Comparison Model	χ^2	<i>df</i>	RMSEA	CFI	TLI	SRMR
Full Four Factor	61.51***	29	0.07	0.98	0.96	0.03
POF and TL Combined	261.39***	32	0.18	0.83	0.77	0.10
POF and RC Combined	274.69***	32	0.18	0.83	0.75	0.10
POF and JS Combined	188.37***	32	0.15	0.89	0.84	0.06
TL, RC, and JS Combined	304.97***	34	0.19	0.80	0.74	0.09
Null One Factor	463.93***	35	0.23	0.69	0.60	0.11

Notes: $n=224$. *** $p<0.001$. POF=Person-Organization Fit; PJF=Person-Job Fit; ER=Extrinsic Rewards; JS=Job Satisfaction.

statistics supports the four factor model (McDonald & Ho, 2002; Williams, Vandenberg, & Edwards, 2009).

Table 4 shows standardized factor loadings of the study variables, average variance extracted (AVE) estimates, and inter-factor correlations. The AVE estimates and standardized factor loadings are sufficiently high. This indicates convergent validity for all of the study variables. The inter-factor correlations are standardized covariance estimates between the study variables in the chosen CFA model. These estimates range from 0.38 to 0.67. Discriminant validity is ensured in that no study variable has any inter-factor correlations higher than the square root of AVE for corresponding variables. Thus, we have confidence that the measures shape the corresponding latent characteristics and can be applied to test our research framework.

Model Test

The findings of the full structural equation analysis partially support our hypotheses. Because the structural model is identified only in terms of model parameters, the model fit indices are the same as those from our four factor CFA measurement model. Table 5 and Figure 2 provide parameter estimates and their significance levels for the hypothesized structural model. The direct, indirect, and total effects shown in Table 5 are standardized parameter estimates for the structural relationships among the study variables.

For Hypothesis 1, the direct effect of transformational leadership on job satisfaction is 0.34 ($p<0.001$). The indirect effect, mediated by person-organization fit, is 0.12 ($p<0.01$). These findings suggest that person-organization fit has a direct positive association with job satisfaction. The standardized estimate for this direct effect is 0.37 ($p<0.001$). The standardized total effect that sums up the direct and indirect effects is 0.46 ($p<0.001$). Twenty-six percent of the total effect of transformational leadership on job satisfaction is attributable to the mediation. As hypothesized, then, these results provide strong empirical evidence that transformational leadership has direct and indirect positive associations with job satisfaction and the indirect relationship is mediated through person-organization fit.

Our findings for Hypothesis 2, however, are not supported. Although the direct effect of role clarity on job satisfaction is strongly significant ($\beta=0.27$; $p=0.001$), the indirect effect is not significant at the 0.05 level ($\beta=0.06$; $p=0.07$). These results are likely attributable to the insignificant relationship between role clarity and person-organization fit at the 0.05 level. For this relationship, the standardized parameter estimate is 0.17 ($p=0.06$). The standardized total effect of role clarity on job satisfaction is 0.33 ($p<0.001$), of which 19.3% is mediated by person-organization fit. These findings do not provide strong support for the mediating role of person-organization fit between role clarity and job satisfaction for public servants.

Table 4. Standardized Factor Loadings, AVE, and Inter-Factor Correlations

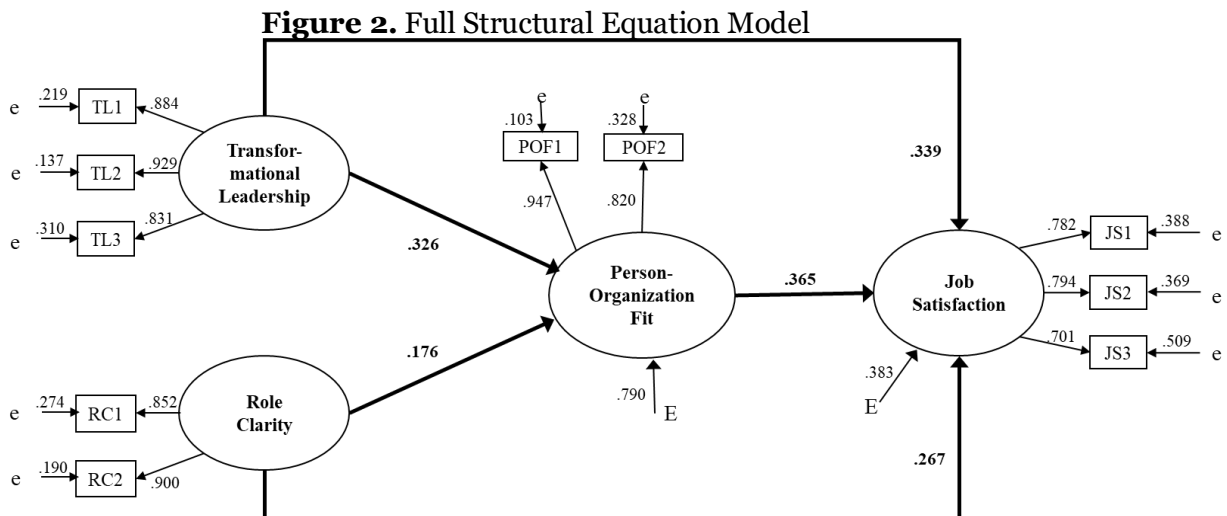
Factor and Item	Std. Loading	AVE	1	2	3	4
1. Job Satisfaction		0.58	---			
JS1	0.78***					
JS2	0.79***					
JS3	0.70***					
2. Person-Organization Fit		0.79	0.62***	---		
POF1	0.95***					
POF2	0.82***					
3. Transformational Leadership		0.78	0.67***	0.44***	---	
TL1	0.88***					
TL2	0.93***					
TL3	0.83***					
4. Role Clarity		0.77	0.62***	0.38***	0.63***	---
RC1	0.85***					
RC2	0.90***					

Notes: $n = 224$. *** $p < 0.001$. Square root of AVE=0.760 (JS); 0.886 (POF); 0.882 (TL); 0.876 (RC).

Table 5. Structural Parameter Estimates

Path	β	SE	p
Direct Effects			
POF→JS	0.365	0.064	***
TL→JS	0.339	0.081	***
RC→JS	0.267	0.081	0.001
TL→POF	0.326	0.090	***
RC→POF	0.176	0.093	0.057
Indirect Effects			
TL→POF→JS	0.119	0.040	0.003
RC→POF→JS	0.064	0.035	0.068
Total Effects			
TL→JS	0.458	0.081	***
RC→JS	0.331	0.085	***

Notes: β =standardized parameter estimate. SE=standard error. p =two-tailed p -value. $R^2=0.62$ for JS and 0.21 for POF. Percent of mediation=26% for TL→JS and 19.3% for RC→JS. *** $p < 0.001$.



Discussion and Conclusion

In this study we examined whether person-organization fit mediates the relationship between affect-based work antecedents and public employee job satisfaction. Although prior research has demonstrated the positive impact of person-organization fit on employee job satisfaction, limited research has explored work experience variables that might have affective influence on the value matching context. As such, our work contributes to an understanding of these underexamined antecedents.

The full structural equation analysis in our study shows that perceived person-organization fit mediates the relationship between transformational leadership and job satisfaction. Our analysis, though, does not show that person-organization fit mediates the relationship between role clarity and job satisfaction. Thus, on the one hand, our study provides evidence of the antecedent role of transformational leadership in upholding value service cohesion for public employee satisfaction. On the other hand, our study leaves open a number of questions about the role clarity and person-organization fit relationship. Thus, more research exploring this relationship is needed.

The strong significance of the mediating effect of person-organization fit between the transformational leadership and job satisfaction relationship indicates that there could be behavioral attributes of transformational leaders influencing this relationship. Indeed, transformational leaders often inspire and evoke a follower's orientation toward a focal set of public service values (Park & Rainey, 2008). The association between transformational leader behaviors and employee perceptions of value congruence can impact job satisfaction. This association suggests that when public managers articulate and deliver compelling and visionary values criteria, employee perceptions of value congruence can increase and improve job satisfaction (Paarlberg & Lavigna, 2010; Wright et al., 2012).

Research on public sector leadership has long advanced the value-based alignment role of transformational leadership in enhancing attitudinal and behavioral outcomes (Morse, 2010). Paarlberg and Lavigna (2010), for instance, applied the value-based perspective to transformational leadership in the public sector. They identified how transformational public managers formulate compelling organizational values, recognize employee values and ideologies, communicate about the alignment of values criteria, increase value congruence, and suggest shared visions about the services for which employees are responsible. Through this process, they argue, value congruence is achieved since public employees internalize organizational criteria as compatible with their principal work values.

There is difficulty in interpreting the mediating effect of value congruence between role clarity and job satisfaction due to the insignificance of the association between role clarity and person-organization fit. Indeed, our findings indicate that the individual clarification process of work roles may not necessarily lead to identification with the job's contributions and roles in terms of organizational values. We, thus, argue that there is a lack of theory and research on the relationship between role clarity and value congruence. While public management scholars have often focused on role ambiguity in the context of goal setting theory (Rainey, 1993, 2009), how role ambiguity influences person-organization fit is still largely unknown.

Since we acknowledge this unknown we also note that caution is required when attempting to interpret the mediating effect of person-organization fit the on role clarity and job satisfaction relationship. For public servants who have clarified work roles and contributions, there should be more evidence supporting the affect-based attribute of role clarity on job contributions. Role clarity leads to the affective attachment to work roles. The self-internalization of work roles may

increase the compatibility of public service values set by the organization and those set by the employee (Meyer & Allen, 1991). Our results, however, lack empirical support for the indirect relationship between role clarity and job satisfaction mediated through person-organization fit. Subsequent in-depth studies are needed to further identify the underlying dynamics between the two constructs.

The affect-based mediation model suggests that there can be self-internalization of work values and roles developed through transformational leadership and role clarity. This can be an essential vehicle for the effect of person-organization fit on employee job satisfaction in the public sector. Our model development examined the assumption that person-organization fit in public organizations arouses a sense of meaningfulness as related to individual public service jobs for those who have internalized work values and roles. However, our findings only partly support this joint mediation model of person-organization fit. As such, we recommend that future research continue to explore work affect antecedents.

Still, the joint discussion of affect-based constructs in this research can contribute to the advancement of management practice in the public sector. The merits and drawbacks of establishing a particular organizational management strategy are mainly assessed from a functional point of view in public organizations. However, to understand the attitudinal and behavioral nature of public sector employees' dynamic psychological states, leaders in public organizations should be aware of the practical implications of managing work affect experiences (Brief, 2001).

Despite the benefits of our research, we should point out that there are limitations to our study. First, although we conducted structural equation modeling the cross-sectional nature of the data used in the analysis do not guarantee causal relationships. The second limitation is that the data are sourced from only a single survey. Thus, there is a potential for common source measurement bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Third, although we provided evidence of convergent and discriminant validity for our study variables, our analysis does not completely rule out the possibility of common method bias by which systematic error variances become significant and empirical results are confounded (Campbell & Fiske, 1959). Finally, although it was not the focal point of our research to examine the distinctive implications of management practices across cultures, the lack of a deeper understanding of the cultural context is still a drawback. Indeed, the results of our study might not be generalizable to other countries. However, as noted earlier, we believe that the use of South Korean data can improve the external validity of theoretical approaches to organizational behavior.

Despite these limitations, our affect-based mediation model of person-organization fit explored the causal paths through which value service interactions in public organizations are promoted. As such, our research helps us to understand how and why the value congruence and job satisfaction relationship is driven by the joint effects of transformational leadership and role clarity. Our model development also uncovered important managerial practices and considerations concerning particular affect-based work environments. Future research should continue to fill the conceptual and analytical gaps in this area by refining both theory and practice.

Disclosure Statement

The author(s) declare that there are no conflicts of interest that relate to the research, authorship, or publication of this article.

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