



Enjoying Police Duties: Public Service Motivation and Job Satisfaction

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Abstract

Public service motivation briefly described as the motivation to contribute to society well-being is a continuously growing topic in the field of public administration. This concept, however, has not been widely applied to the distinct work environment of police forces. Addressing the gap, two studies look at the relationship between public service motivation and job satisfaction and the way this relationship is mediated by person-job and person-organization fits. The data comes from Warsaw (Poland) city police officers ($N = 305$) and from Belgian police officers ($N = 207$). The results indicate that in both cases, officers with higher levels of public service motivation also have higher levels of job satisfaction, even when different measures of public service motivation are used, which adds to the robustness of the findings. In both studies, this relationship is also mediated by person-job and person-organization fits.

Keywords Person-job fit · Person-organization fit · Commitment · Compassion · Self-sacrifice

Introduction

In the criminal justice field of inquiry, the research that focuses on how stress and other negative work-related experiences reduce job satisfaction of law enforcement officers has been growing exponentially. For instance, in the recent years, the *Journal of Police and Criminal Psychology* has been publishing on average several articles per year, such as Maurya and Agarwal (2018), Torres et al. (2018), Brady (2017), and Singh (2017) to name a few. Disproportionally little attention, however, has been paid to the possible job satisfaction boosters, for instance, when motivational mechanisms are activated by matching the officers' desire and a given opportunity to serve. The literature review of police work motivation and job satisfaction suggests that these positive and negative determinants of job satisfaction have developed as independent lines of inquiry (White et al. 2010). Despite being widely addressed by organizational and administrative research for other

populations, the link between the job motivation and its possible boosters has been mostly ignored by police scholars, with some rare and remarkable exceptions (Raganella and White 2004; Carlan 2007; White et al. 2010).

This gap in the literature deserves serious attention. At the end of the day, while being just another type of public service from an administrative perspective, police scholarship confirmed on multiple occasions that police departments hold very distinct organizational culture (Crank 2014), and, thus, the findings for other populations of the public sector might not be generalizable to them. The present article fills this gap by offering two independent studies of different types of police forces from two different countries. The choice of the studies is justified by the authors' attempt to improve reliability of the tested claims, namely whether and how the fit between personality and the peculiarities of the surrounding work environment mediates the relationship between officers' job satisfaction and their motivation to serve.

The concept of public service motivation has been continuously growing in absolute numbers and in relative importance since its inception 30 years ago (see review of Ritz et al. 2016). As it deals with the inclination of individuals to contribute to society—notably by means of public service—it is one of the few homegrown concepts in public administration and public management (Moynihan et al. 2013). It is, therefore, not surprising that most of the research has studied samples of administrative civil servants (Perry et al. 2010; Ritz et al. 2016).

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However, the bulk of the literature suggests that public service motivation may have a broader application. Public service motivation is not limited to motivation of civil servants in public administrations (Houston 2011), and it is rather a type of motivation that drives individuals to contribute to society regardless of a sector or a sub-sector (Perry and Hondeghem 2008). The question remains to what extent public service motivation can be applied in a law enforcement context. After all, helping people in one's community and fighting crime have been considered to be an important motivation to become a police officer for a long time (Lester 1983; White et al. 2010). Thus, there seems to be a logical connection between the insights of public service motivation theory, and the specific motives of the law enforcement.

This study investigates to what extent public service motivation research can be applied to police officers in relation to their job satisfaction. Job satisfaction is a much-researched topic in various sub-disciplines of the social sciences (Judge and Bono 2001), because it is an important indicator variable related to many favorable organizational outcomes such as reduced turnover, performance, or well-being. In the police context, however, studies have been rather context-ignorant because they have either focused on demographic backgrounds of the officers, relative context-neutral antecedents such as Herzberg's hygiene motivators (Zhao et al. 1999), or they had a general approach of the job demands-resources model (Martinussen et al. 2007). The interaction of an officer with the specific public serving context has been barely considered, leaving a gap in the literature. Aside from filling the gap, the present study also introduces knowledge from public administration and management to a specific field of public administration (Moynihan et al. 2013), which is necessary for the evolution of the public service motivation theory.

Theoretical Framework

Public Service Motivation

The concept of public service motivation refers to the proposition that some people have a need or a drive to contribute "to do good for others and shape the well-being of society" (Perry and Hondeghem 2008). This idea has been around for ages (Horton 2008), yet, it was not until Perry and Wise (1990) defined public service motivation as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions" that it became a more formally established concept (p. 368).

Public service motivation is multidimensional, and its factorial structure has been based upon the distinction between rational, normative, and affective motives (Knobe and Wright-Isak 1982). The rational motives refer to individual utility maximization, whereas the norm-based motives denote the

intention to conform to norms, and affective motives correspond to emotional responses to what is happening in the social context (Perry 1996; Perry and Wise 1990). When it was first operationalized, Perry (1996) identified four dimensions of public service motivation: attraction to politics and policy making, public interest, compassion, and self-sacrifice. Subsequent research more or less confirmed this factorial structure (e.g., Coursey et al. 2008; Vandenabeele 2008a, b; Bright 2007; Giauque et al. 2011).

There is no aspect in the above review that limits public service motivation to the population of civil servants. Evidence to the contrary is twofold. On the one hand, several theoretical accounts have explicitly related to the theory's focus rather than locus. For example, Perry and Wise (1990) wrote that "public service is much more than one's locus of employment" (p.368) and that the use of public service motivation is not limited to the civil service, but instead to publicly oriented organizations. The position has been further elaborated by several others who distinguished between the role of public service motivation in public organizations with high and low levels of publicness (Vandenabeele 2008b), related public service motivation to the focus rather than the locus of the job (Houston 2011), or have stated that "it is in the public content of institutions in which public service motivation has its origins" (Perry and Vandenabeele 2008, p.60). On the other hand, empirical studies have placed public service motivation in various environments not limiting them to the civil service or the public administration in a strict sense. Volunteers, firefighters, nurses, or social workers do not correspond with stereotypes of "stuffy" civil servants (Mann 2006; Kim 2011; Bellé 2013; Prysmakova 2016). Thus, one can conclude that the concept can be successfully applied outside of the narrow confines of civil servants, because imposing a narrow sectoral perspective "overlooks a wide range of work activities outside the public sector for which public service motivation is important" (Houston 2011, p. 769).

With regard to law enforcement, few studies have been done in the field of public administration. Although police officers have sometimes been included into a broader group of respondents when investigating public service motivation outcomes (Perry 1996; Bright 2008), specific research of public service motivation of this group has been scarce and limited to a few studies (Van Loon et al. 2013). At the same time, in the policing field, Raganella and White (2004) reported that besides practical reasons like job benefits and job security, individuals join the police force because of their altruistic motives to help others, which are stable over time and do not vary between gender or cultural background (White et al. 2010).

Law enforcement organizations provide "unwanted services" (Molinsky and Margolis 2005) and can at the same time be considered "people processing" organizations (Hasenfeld 1972). Therefore, one can expect to encounter a

particular type of public service motivation that mainly stresses the normative or values-based components and in which instrumental and affective/identification components are less pronounced (Van Loon et al. 2013). Law enforcement officers have also repeatedly indicated that providing service to the community or fighting crime are important motivations for joining the police force (Lester 1983; White et al. 2010). In the complex pattern of tasks that makes up the job of police officers, providing service to the citizens is their substantial reward (Hunt et al. 1983).

Job Satisfaction

Job satisfaction has been defined as “a pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences” (Locke 1976), and its research has dominated the field of human resources management and organizational behavior for a long time (Rainey 2003). Being one of the most widely used theories of job satisfaction, Locke’s Range Theory (1976) points out two main aspects for job satisfaction, which are what an employee wants from the job and what experiences she gets from the job. If expectations are far from the experiences, a person will have low job satisfaction, whereas the more they coincide, the higher the feeling of satisfaction from the job performed. While the idea in itself is not new, the main detail that Locke (1976) added is that in the same work conditions employees can be equally satisfied or unsatisfied, simply because of what they value as important job experience. For some it can be job security, for others friendly work environment, person-job fit, etc. Thus, whether someone is satisfied with her job depends on a wide set of determinants (Spector 1997), and as expected from Locke’s (1976) perspective “some studies report contradictory findings for almost any [of these] antecedent[s]” (Rainey 2003, p. 275).

In the police research, studies reveal that intrinsic job satisfaction is a stronger predictor of turnover intentions than extrinsic (Brough and Frame 2004). Also, studies point out cultural values and norms as important determinants of job satisfaction across countries (e.g., Howes and Goodman-Delahunty 2014). The overall trend is that intrinsic job factors related to the nature of the work itself are more important to employees in Western developed countries than those in developing countries (Abdulla et al. 2011). Job satisfaction derived from public service motivation found in developed countries would correspond to Locke’s proposition that people with high motivation to serve will find that work in public service matches their expectations and prospected experiences. Empirical evidence confirms strong association between public service motivation and job satisfaction in various public service settings (Naff and Crum 1999; Taylor 2007, 2014; Liu et al. 2008; Liu and Tang 2011; Ritz 2009; Vandenabeele 2009). Also, the evidence of this relationship

has been established with public servants outside civil service (Kim 2011) and within the general population (Taylor and Westover 2011).

A critical note by Dantzker and Surette (1996) alarmed a lack of comprehensive job satisfaction research in the police field. Since then, more scholars have been choosing this subject as a focus of their inquiry. The police studies conducted to date have primarily focused on individual demographics or organizational variables to explain the job satisfaction levels (Julseth et al. 2011; Johnson 2012; Brough and Frame 2004; Hassell et al. 2011). However, the link between job satisfaction and motivation has been rarely tested (see White et al. 2010 for exceptions and the detailed review). Yet, more studies are suggesting that the public service work environment of policing jobs is related to the job satisfaction of the officers. For instance, Raganella and White (2004) pointed out altruistic and practical motives as well as a motivating role of the opportunity to help others that play as much of an important role as individual demographics. In addition, further research suggested that these motivations remain stable over time (White et al. 2010).

Based on Locke’s theory, the public service motivation theory, and the emerging evidence from the police studies mentioned above, the following hypothesis is formulated:

Hypothesis 1: Increased public service motivation has a positive association with higher levels of job satisfaction.

Person-Job and Person-Organization Fit

The match between the expectations and experiences has been further developed by theorists into the concepts of individual fits. It is impossible to discuss any fit between expectations of police officers and their experiences in police agencies without acknowledging peculiarities of police culture and the influence of police agencies and peers on the police officers’ views and behaviors (see Crank 2014 for an overview). While there is a large body of literature about police culture, the authors of the present article take a step further by looking at the person-environment fit from a different, namely, public serving perspective.

A great portion of officers’ satisfaction depends on the realization of work environment expectations (Carlan 2007). The Person-Environment Fit Theory suggests that individuals and their environments interact and this can serve as a useful tool to understand this dependency (Edwards et al. 2006). The fit occurs when individual characteristics are aligned with the values, expectations, and requirements of an organization, a job task, a supervisor, or a team (Kristof-Brown et al. 2005). The two most commonly studied types of fit are person-organization fit (congruence between values or goals) and

person-job fit (congruence between job demands and individual abilities) (Kristof 1996; Edwards 1991).

The theories of fit have been extensively tested in the management literature (Bright 2013). The next step is to imbed them in other theories and confirmed associations. For instance, the fit between individual values and environment has been considered an important mechanism to exert public service motivation on behavior (Vandenabeele 2007; Perry and Vandenabeele 2008) due to the institutional nature of public service motivation (Perry 2000). Indeed, several empirical studies demonstrated the mediating effect between public service motivation and different aspects of behavior occurring through different types of fit (Carless 2005; Bright 2007; Leisink and Steijn 2009; Gould-Williams et al. 2013; Bellé 2013; Van Loon et al. 2018). However, the literature is inconsistent about the hypothesized directions: from the fit that mediates the relationship between individual public service motivation and job outcomes (Wright and Pandey 2008; Van Loon et al. 2015) to the reversed-causality studies where public service motivation mediates fit-satisfaction relationships (Quratulain and Khan 2015).

Emerging police literature confirms that person-environment fit plays an important role in job satisfaction of police officers. Namely, employees that find their tasks significant and important are more satisfied with their jobs (Zhao et al. 1999; Johnson 2012). Organizational characteristics play weaker, but still important roles (Johnson 2012). The lack of extensive research on fit perceptions and actual job satisfaction in the public sector encourages the exploration of the associations of perceived person-organization and person-job fits with actual job satisfaction, and the significance of this possible mediation. Similarly to mediated performance-motivation relations found by Van Loon et al. (2015), we posit that public service motivation positively relates to job satisfaction only if there is a fit between the individual motives and the organizational environment. A good fit between an individual's personality and the work environment should result in higher levels of satisfaction because employees work with others who share similar values (Furnham and Schaeffer 1984). Person-job fit should be relevant to job-related outcomes such as job satisfaction because they occur on the same level of the environment (Van Loon et al. 2015; Taylor and Westover 2011).

Only a few studies combined multiple effects of different fits and public service motivation (Van Loon et al. 2015; Christensen and Wright 2011), yet, treating both dimensions of fit separately. Most of the studies focus on one dimension of fit (Bright 2007; Gould-Williams et al. 2013; Bellé 2013; Leisink and Steijn 2009). The present study contributes to the literature by looking at the simultaneous effect of person-organization and person-job fits suggesting their possible aggregation to a second-order construct of person-environment fit, which has been previously discussed but never measured.

Assuming that personal environment fit will completely mediate the relationship between public service motivation and job satisfaction, the following hypotheses are formulated:

Hypothesis 2: Subjective perceptions of Person-Organization fit mediate the relationship between public service motivation and perceptions of job satisfaction.

Hypothesis 3: Subjective perceptions of Person-Job fit mediate the relationship between public service motivation and perceptions of job satisfaction.

Hypothesis 4: Public service motivation will have no significant relationships with job satisfaction when both Person-Organization and Person-Job fits are considered.

Two Studies of Police Officers

Improving the robustness of the test process, the hypotheses are verified on the two police samples: the municipal police of the capital city of Poland and the two central police districts in Belgium. Despite the distinctive administrative organization, the mission of the police forces in both contexts is to ensure public peace and order, and, therefore, we expect that in both cases officers' job satisfaction would be driven from their internal desire to fulfill the mission of their organizations and their ability to do that in the context of their institutions and job requirements. The rationale for the studies is as follows: study 1 analyzes the data collected in Poland, where a general measure of public service motivation has been used. Here, the dimensionality of public service motivation is not taken into account. Study 2 develops the idea further as it concerns the data from Belgium, in which a dimensional measure of public service motivation (Kim et al. 2013) has been used. Both studies supplement each other, therefore, provide a more robust test of the hypotheses.

The first case study focuses on the municipal police in Warsaw, which is the capital of Poland. The Polish connect the creation of the Warsaw city police with King John II Casimir, who, in 1655, launched a professional, by those times, division of 20 guards to ensure the safety of the city. The Municipal Police of the Capital City Warsaw has been transformed through the centuries. Today, it functions on the territory of the city parallel to the central police, which is the enforced division of the central government. Contrary to the central police, the city police have some limitations for using armed enforcement and operating under-cover. The Warsaw city police formation is the largest in Poland, employing around 2000 individuals. It is also the most expensive of its type in the country. The city hall spends on it about 30 million euro per year, which is more than four times than the second largest formation in Poland located in Krakow. The studies

Table 1 Polish Data: Measurement models of Public Service Motivation, Job Satisfaction and Person-Organization and Person-Jo Fit (completely standardized)

		λ		AVE	Weighted Ω
Public Service Motivation				0.7	0.92
GL1	I am very motivated to contribute to society	.74	***		
GL2	I think it is important to contribute to the public interest	.93	***		
GL3	Making a difference in society – no matter how small – is very important to me	.86	***		
GL4	I think it is important to defend the public interest	.80	***		
Job Satisfaction				0.62	0.90
JS1	My job often bores me	-.52	***		
JS2	In general, I am satisfied with my job	.82	***		
JS3	I am often enthusiastic about my job	.90	***		
JS4	At present, I am satisfied with my job	NA			
JS5	I find my job more satisfying the average police office does	.85	***		
Person-Organization Fit				0.63	0.84
POF1	What I think is important matches with what this police force thinks is important	.73	***		
POF2	The mission of this police force appeals to me	.85	***		
POF3	I find my values and those this police force is striving for very similar	.79	***		
Person-Job Fit				0.57	0.75
PJF1	My job enables me to realize the goals I personally deem important	.67	***		
PJF2	There is a good fit between what my job offers me and what I am looking for in a job	NA			
PJF3	The job that I currently hold gives me just about everything that I want from a job	.83	***		

* $p < .10$; ** $p < .05$; *** $p < .01$

also show that Warsaw guards have better working conditions than their counterparts in other cities.

The second study was carried out in the Dutch-speaking part of Belgium, with police officers of two local police districts. Belgian police are organized in federal and local police forces, with the local police being organized according to police zones that span multiple municipalities but are locally controlled. As opposed to the Polish study, these officers have a broader job description which contains everything from traffic control, over local safety to criminal investigation.

Data

The response rate for the paper-pencil survey distributed in spring 2015 in Warsaw was 30.5% (305 respondents out of 1000 who received the survey). The respondents preferred a traditional hard copy because most of the guards neither have a work email nor an assigned computer station. The majority of the respondents were men in their forties. The rather old population is explained by the challenges in recruiting new forces due to low starting salaries combined with high requirements (Śmietana 2017). Every fourth person occupied a supervisory position. The respondents' demographics compare well to the non-respondents.

The second dataset was collected with a paper-pencil survey by approaching the local police districts where the bulk of

the officers perform general jobs in terms of policing. In total, 207 responses were collected with these officers with a response rate of 56%. Most of the respondents were male with a mean age of 42. The average age is rather old, which illustrates the struggle of Belgian police to fill vacancies that they have had for a long time. In July 2018, both local and federal police forces had a combined shortage of 3707 officers (out a total of 44,781 positions), but this has been a recurring problem for at least the last 20 years (Belgian Chamber of Representatives 2018).

Measures and Confirmatory Factor Analysis

The psychometric quality of the applied measures was ensured by the series of confirmatory factor analyses. Confirmatory factor analysis was done with LISREL 8.80, using diagonally weighted least squares as an estimator (Kline 2015), taking the ordinal character of the data into account (Jöreskog and Sörbom 2005). Fully missing lines were excluded, and partially missing lines were filled out using the Expectation Maximization Algorithm (Tables 1, 2, and 3).

In the Polish sample, public service motivation (PSM) was operationalized by the modified global measure scale (Vandenabeele and De Vries 2015), where the respondents answered four questions on a five-point Likert scale. The four-item global measure model was fully confirmed,

Table 2 Belgian Data: Factor loadings of public service motivation instrument based upon Kim et al. (2013)

	λ	AVE	Weighted Ω
Attraction to public service			
I admire people who initiate or are involved in activities to aid my community	NA		
It is important to contribute to activities that tackle social problems	NA		
Meaningful public service is very important to me	NA		
It is important for me to contribute to the common good	NA		
Commitment to public values			
I think equal opportunities for citizens are very important	0.75	**	
It is important that citizens can rely on the continuous provision of public services	0.86	**	
To act ethically is essential for public servants	0.84	**	
It is fundamental that the interests of future generations are taken into account when developing public policies	0.70	**	
Compassion			
I empathize with other people who face difficulties	0.79	**	
Considering the welfare of others is very important	0.88	**	
I get very upset when I see other people being treated unfairly	0.79	**	
I feel sympathetic to the plight of the underprivileged	NA		
Self-sacrifice			
I believe in putting civic duty before self	0.75	**	
I would agree to a good plan to make a better life for the poor. even if it costs me money	NA	**	
I am willing to risk personal loss to help society	0.80	**	
I am prepared to make sacrifices for the good of society	0.85	**	

* $p < .10$; ** $p < .05$; *** $p < .01$

revealing good fit indices, reliability, convergence, and a high level of discriminant validity (Tables 1 and 2).

Belgium PSM was operationalized by the Kim et al. (2013) instrument (five-point Likert scale). Respecification of the initial model rendered a three-

dimensional model in which all items of attraction to public service, one item of compassion, and one item of self-sacrifice were removed (Table 6). This model shows good fit (Table 8) based upon the fit indices and the χ^2 test (which is guiding for a sample size around $N = 200$).

Table 3 Belgian Data: Measurement model of Job Satisfaction and Person-Organization and Person-Jo Fit (completely standardized)

	Λ	AVE	Weighted Ω
Job Satisfaction			
Q5_A My job often bores me	0.58	***	
Q5_B In general. I am satisfied with my job	0.95	***	
Q5_C I am often enthusiastic about my job	0.89	***	
Q5_D At present. I am satisfied with my job	0.98	***	
Q5_E I find my job more satisfying than the average police officer does	0.66	***	
Person-Organization Fit			
Q3_A What I think is important matches with what this police force thinks is important	0.90	***	
Q3_C The mission of this police force appeals to me	0.85	***	
Q3_I I find my values and those this police force is striving for very similar	0.98	***	
Person-Job Fit			
Q3_D My job enables me to realize the goals I personally deem important	0.79	***	
Q3_M My job fills my profession needs	0.90	***	
Q3_N There is a good match between my personal interests and the kind of work I do within the scope of my job	0.82	***	

* $p < .10$; ** $p < .05$; *** $p < .01$

Convergent and discriminant validity were demonstrated, as well as good reliability.

A shortened version of Brayfield and Rothe (1951) has been used to access how people feel about their present jobs. This scale is one of the most tested job satisfaction scales that accesses this concept globally rather than treating it as a composite of different sub-dimensions like rewards, supervision, and the nature of the task. It has been chosen for the present study as it does not speculate about separate dimensions, but rather accesses overall satisfaction as an outcome of public service experiences. One item was dropped from the model in the Polish sample due to its interference with the model fit partially explained by the repetitive similarity with another item in the language of the survey.

Person-Organization (PO) and Person-Job (PJ) fits were assessed by three and two items correspondingly, both presented on a five-point response scale. The models provide good fit according to the fit indices and the χ^2 test. Discriminant—based upon correlations—and convergent validity—based on AVE—are demonstrated for both related concepts of PO and PJ fit. All reliabilities are sufficient. Apart from these variables, gender, year of birth, and whether or not in a supervisory position were included as controls (Tables 4 and 5).

Statistical Analyses and Results

To test our hypotheses, we applied an ordinary least squares regression analysis with robust standard errors adding a robust option for the models with heteroscedasticity and controlling for gender, age, and being in a supervisory position (Wooldridg 2010). The mediation model assessment is based on the methods of Baron and Kenny (1986) and MacKinnon et al. (2002). According to Baron and Kenny (1986), first, the independent variables must be related to the mediating variable and then, the hierarchical regressions are used to examine the relationships with the dependent variable (Table 6).

In Poland, a strong and significant correlation is observed between PSM and PO and PJ fits, suggesting a possibility of a mediating effect in the PSM relationship with job satisfaction. The regression analysis further supports this mediation, confirming hypotheses 1 and 2. Statistically significant associations of PO and PJ fits with both PSM and job satisfaction are revealed when the

Table 5 Belgian Data: Confirmatory factor analyses of the instruments

	SB χ^2	df	CFI	RMSEA
Model Public Service Motivation	43.84	32	1.00	0.042
Model PO and PJ fit	10.88	8	1.00	0.043
Model Job Satisfaction	4.70	5	1.00	0.000

models are run separately (Tables 7 and 8). Due to the strong mediating effect of the personal environment fit with PSM, when fit is added to the model, PSM loses its ability to statistically significantly predict job satisfaction. Thus, the results confirm hypothesis 3 of a mediating effect of the individual fit with the work environment on the relationship between PSM and job satisfaction (Tables 4 and 5).

In Belgium, the mean scores of public service motivation dimensions are rather high, as the average scores are above the mid-point of the scale. The same applies to the mediating variables and to job satisfaction, which are both on average higher than in the Polish case. This is not surprising, since low scores in Belgium would result in turnover and, therefore, exclusion from the dataset. Nevertheless, dispersion is still sufficient to avoid plateauing effects (Table 9).

The correlations indicate that only a leadership position has a significant influence relating to all PSM dimensions and to PO fit. Furthermore, there are strong correlations between all variables of interest, making the possibility of a mediation model very plausible.

All PSM dimensions have a significant relationship with job satisfaction, although the effect sizes differ, with commitment to public values demonstrating the strongest effect, and self-sacrifice the weakest. The individual models corroborate hypothesis 1. However, when all combined in a single model, the significant effects are removed due to confounding effects, because the dimensions of PSM strongly correlate (Table 10).

Next, the relationship between the independent variable and the possible mediators demonstrated that both fits significantly relate to all dimensions of PSM (Table 12). However, the effect sizes are smaller for PJ than they are for PO fits. With regard to the control variables, female officers display higher levels of fit than male officers, except when controlled for compassion (with both types of

Table 4 Polish Data: Confirmatory factor analyses of the model

	ML χ^2 (df)	SB χ^2 (df)	df	CFI	RMSEA
Public Service Motivation, PO and PJ fit and Job Satisfaction	111 (59)	35(36)	36	0.98	0.055

Table 6 Polish Data: Correlations and descriptives

	Mean	STD	1	2	3	4	5	6
1 JS	3.3	.81						
2 PSM	3.92	.81	0.32***					
3 POF	2.89	.98	0.58***	0.34***				
4 PJF	2.67	1.0	0.61***	0.30***	0.69***			
5 Woman	.30	.47	-0.06	-0.10*	-0.03	-0.07		
6 Year	1972	8.6	-0.02	-0.02	-0.01	0.01	-0.10	
7 Supervisor	.24	.43	0.17***	-0.02	0.17***	0.21***	0.03	0.04

* $p < .10$; ** $p < .05$; *** $p < .01$

fit). Leadership positions also display higher levels of PO fit, but not of PJ fit (Table 11).

The third condition to be tested for mediation is the relationship between the mediators and the outcomes (Table 11). Both fits show a relationship with job satisfaction. The explained variance of job satisfaction for PO fit is smaller than it is for PJ fit (which covers almost half of the variance). When combined in one model, the effect of PO fit is confounded by PJ fit. In terms of the controls, there is again a small but significant effect of the year of birth (Table 12).

Since all conditions for testing mediation have been met, the mediating variables are entered in the equation modeling to test the effect between public service motivation and job satisfaction (Table 13). In all six variations, the coefficient of the PSM dimensions is reduced as opposed to a model where the mediator is not included. For PO fit as a mediator, the results illustrate that the effect of PSM on job satisfaction is fully mediated. For PJ fit, this is only the case for the effect of self-sacrifice on job satisfaction, while for commitment to public values and compassion, the effect on job satisfaction is only partially mediated. The reduction of significance is not complete when adding PJ fit, but it is still significant according to the Sobel test (z-scores of 3.42 for commitment to

public values ($p < 0.01$), respectively, 2.35 for compassion ($p < 0.05$)) (Table 13).

Discussion

Both studies equally supported the hypotheses demonstrating that the public service motivation concept can be used to analyze job satisfaction of the police officers, as it relates to valuable job experience (Locke 1976). The findings also suggest that these relationships are largely explained by the personal fit of an employee with individual job tasks and overall organizational goals, which expands our knowledge about intrinsic aspects of job satisfaction. Namely, the Polish case has shown that public service motivation is partially mediated by both types of fit, but once these fits are added into the equation simultaneously, the construct fails to determine the relationship with job satisfaction. Equally for the Belgian study, when the congruence between the officers’ public service motivation and the fit with their organization and job increases, their job satisfaction also increases.

Although this finding somewhat reinforces previous results (Raganella and White 2004; Bright 2008; Kim

Table 7 Polish Data: OLS for Job Satisfaction

Intercept	2.49	1.93	1.93	1.80	2.17	2.4	2.46
PSM	0.29*** (.072)	0.13** (.07)	0.14** (.06)	0.10 (.06)			
Woman	-0.16 (.12)	-0.15 (.10)	-0.10 (.10)	-0.11 (.10)	-0.12 (.10)	-0.17 (.10)	-0.11 (.10)
Year	0.00 (0)	0.00 (0)	0.00*** (0)	0.00 (0)	0.00 (0)	0.00 (0)	0.00 (0)
Supervisor	0.24* (.13)	0.10 (.11)	0.04 (.11)	0.03 (.11)	0.01 (.11)	0.08 (.11)	0.02 (.11)
Personal Org. Fit		0.40*** (.05)		0.21*** (.06)	0.23*** (.06)	0.43*** (.05)	
Personal Job Fit			0.43*** (.05)	0.30*** (.06)	0.31*** (.06)		0.46*** (.05)
R-Squared	0.1106	0.3382	0.3792	0.4176	0.4090	0.3239	0.3621
HSKD	No	No	Yes	No	No	No	Yes
Adj R-Squared	0.0913	0.3202		0.3985	0.3929	0.3093	

* $p < .10$; ** $p < .05$; *** $p < .01$

Table 8 Polish Data: Personal Fit Models

	Person-Organization Fit	Person-Job Fit
Intercept	1.42	1.30
PSM	0.41*** (.09)	0.35*** (.09)
Woman	-0.03 (.15)	-0.15 (.15)
Year	0.0 (0)	0.00 (0)
Supervisor	0.35 (.16)	0.45 (.16)
R-Squared	0.1160	0.1159
HSKD	No	No
Adj R-Squared	0.0969	0.0968

* $p < .10$; ** $p < .05$; *** $p < .01$

2012; White et al. 2010), it adds to our knowledge of the relationships between public service motivation and job satisfaction particularly for police forces, showing that the public service motivation concept created by the researchers of public administration is equally applicable to the criminal justice and law enforcement fields. These fields of science could gain new knowledge by integrating the concepts developed by public administration researchers (Moynihan et al. 2013), because such theories are imbedded in the administrative context of the surrounding environment. Acknowledging for the institutional uniqueness of the public sector, they have a stronger explanation power for the phenomena of the public service provision. Police officers are the employees of the state and local administrations. Therefore, it could be expected that their behavior and perceptions are to a large extent influenced by the desire of these public servants to help the citizens and to guard widely accepted public values, the propositions which were repeatedly confirmed by numerous public administration studies (see Ritz et al. 2016 for an overview). Police work is complex with

multiple roles and associated motivations (White et al. 2010), and public service motivation seems to correspond to at least some of these roles very well.

The findings support that individuals with higher public service motivation are attracted to public service in the police forces if they see themselves compatible with the mission of the organization and the list of separate tasks required from the job. The chances are better that those with higher public service motivation will find more satisfaction from their work. Like the previous research (Bright 2007), we found that individuals with higher public service motivation will have higher levels of person-organization and person-job fits and, correspondingly, stronger job satisfactions. Also, disaggregation of public service motivation by the dimensions demonstrated the relative impact of each of the dimensions on person-environment fit and related job satisfaction. The effect sizes illustrated that commitment to public values is probably the most important dimension for explaining police officers' satisfaction.

In sum, both cases show that (1) person-environment—which includes both person-organization and person-job fit—does not coincide with public service motivation, and are two separate concepts and (2) person-environment fit is sufficient to explain the relations between public service motivation and job satisfaction when both dimensions are considered simultaneously. However, given the fact that they both can fully mediate dimensions of public service motivation, further research should look deeper into a second-order structure of person-environment fit as opposed to single dimensions.

The study offers several practical implications. To ensure higher levels of job satisfaction among the police forces, the human resource departments should pay closer attention to the individual fit of an employee not only with the listed tasks, but also with the overall organizational environment. Providing that the above encourages pro-

Table 9 Belgian Data: Correlations and descriptives

	Mean	SDT	1	2	3	4	5	6	7	8					
1 Gender	0.24	0.43													
2 Year of Birth	1973.74	10.08	0.07												
3 Supervisor	0.29	0.46	-0.27	***	-0.15	*									
4 CPV	4.25	0.54	-0.07	-0.12	0.27	***									
5 COMP	3.95	0.62	0.06	-0.10	0.22	**	0.69	***							
6 SS	3.10	0.75	-0.15	-0.15	0.26	***	0.50	***	0.62	***					
7 POfit	3.44	0.77	0.04	-0.07	0.27	***	0.49	***	0.45	***	0.38	***			
8 PJfit	3.74	0.72	0.15	-0.03	0.10	0.33	***	0.24	**	0.18	*	0.61	***		
9 Job Satisf.	3.89	0.85	0.05	0.03	-0.01	0.35	***	0.26	***	0.17	*	0.49	***	0.69	***

* $p < .10$; ** $p < .05$; *** $p < .01$

Table 10 Belgian Data: Regression analysis of public service motivation on job satisfaction

Path A								
	β		β		β S		B	
	SE	SE	SE	SE	SE	SE	SE	SE
Gender	0.09	0.02	0.12	0.08				
	0.13	0.14	0.14	0.13				
Year of Birth	0.00 ***	0.00 ***	0.00 ***	0.00 ***				
	0.00	0.00	0.00	0.00				
Supervisor	-0.18	-0.12	-0.07	-0.18				
	0.17	0.17	0.17	0.17				
CPV	0.61 ***			0.57 ***				
	0.14			0.19				
COMP		0.39 ***		0.05				
		0.10		0.15				
SS			0.23 *	0.01				
			0.09	0.11				
N	163	163	163	163				
F	6.59 ***	3.35 *	1.62	4.3 ***				
R2 Adj.	0.12	0.05	0.02	0.11				

* $p < .10$; ** $p < .05$; *** $p < .01$

social behaviors and attitudes, the police divisions would consist of the officers who are truly motivated to help the citizens and are satisfied with their job, because it allows them to fulfill their desires of being a good guard of the public values. The present study emphasizes the need for careful selection of individuals for police forces among those who are compatible with organization and job tasks, as these individuals have the potential to be happier in performing their work. The potential neglect of person-environment fit might lead to low satisfaction and unfulfilled motivations of the officers, resulting in weaker commitment to the profession (White et al. 2010).

There are several limitations that might affect the interpretation of the results. First, being a behavioral research, the study falls under the standard list of common method biases (Podsakoff et al. 2003), whose importance might be overestimated in the current literature (Spector 2006). Second, the study employed a selective sample of the police departments in both countries. The researchers recognize this as a delimitation rather than a limitation, because this systematic bias was intentionally introduced into the study design (Price and Murnan 2004). The focus on particular geographical regions indeed limits to whom the findings are applicable. However, the main goal of the research has been successfully achieved, because the aim was to show that public service motivation theories can be applied to law enforcement officers relative to their job satisfaction, rather than to generalize to the

Table 11 Belgian Data: Regression analysis of PO and PJ-fit on job satisfaction

Path C								
	β S		β S		B			
	SE	SE	SE	SE	SE	SE	SE	SE
Gender	-0.04	-0.18	-0.19					
	0.13	0.10	0.10					
Year of Birth	0.00 ***	0.00 ***	0.00 ***					
	0.00	0.00	0.00					
Supervisor	-0.30	-0.19	-0.26					
	0.16	0.12	0.14					
POfit	0.60 ***		0.18					
	0.09		0.11					
PJfit		0.84 ***	0.73 ***					
		0.07	0.10					
N	163	163	163					
F	14.39 ***	37.87 ***	31.99 ***					
R2 Adj.	0.25	0.48	0.49					

* $p < .10$; ** $p < .05$; *** $p < .01$

entire population of police employees across the world or even across the analyzed countries. After this study, the theory of public service motivation has also been successfully tested in the previously understudied context of the law enforcement. The third point follows along the same lines, suggesting some bias because both samples come from European countries. At the same time, it should be emphasized that both countries have very different pasts, distinct organizations of their public administrations, and unique cultural peculiarities. In addition, the case-study method of research and the application of two different instruments to measure public service motivation improved the robustness of our claims.

Conclusion

Job satisfaction of the police forces is a crucial issue in criminal justice and law enforcement research. Unfortunately, many studies have been focusing on the psychological side of behavior, rather than the administrative environment of public service-providing organizations. Addressing the gap, two studies illustrated that officers with higher levels of public service motivation also have higher levels of job satisfaction, even when different measures of public service motivation are used. In both cases, this relationship has been also mediated by person-job fit and person-organization fit. This illustrates the usefulness of public service motivation—and even broader public administration concepts—for application in fields that are sometimes considered unique. Despite some limitations,

Table 12 Belgian Data: Regression analyses of public service motivation on PO and PJ-fit (path B)

	PO fit			PJ fit		
	β S	β S	β S	β S	β S	β S
	SE	SE	SE	SE	SE	SE
Gender	0.22 *	0.13	0.28 *	0.32 **	0.28 *	0.35 **
	0.11	0.12	0.12	0.11	0.12	0.12
Year of Birth	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00
Supervisor	0.32 *	0.35 *	0.38 **	0.11	0.16	0.18
	0.13	0.13	0.13	0.13	0.13	0.14
CPV	0.64 **			0.43 ***		
	0.10			0.12		
COMP		0.50 ***			0.24 *	
		0.09			0.10	
SS			0.36 ***			0.18 *
			0.07			0.08
N						
F	14.87 ***	12.54 ***	10.00 ***	6.56 ***	3.60 **	3.24 *
R2 Adj.	0.255	0.222	0.182	0.121	0.060	0.052

* $p < .10$; ** $p < .05$; *** $p < .01$

Table 13 Belgian Data: Regression analysis of public service motivation and PO and PJ-fit on job satisfaction

Path A'											
	β	β	β	β	β	β					
	SE	SE	SE	SE	SE	SE					
Gender	-0.03	-0.06	-0.04	-0.16	-0.21 *	-0.167					
	0.131	0.131	0.13	0.102	0.1	0.0982					
Year of Birth	3E-04 ***	3E-04 ***	3E-04 ***	3E-04 ***	3E-04 ***	0.0003 ***					
	7E-05	7E-05	8E-05	5E-05	5E-05	6E-05					
Supervisor	-0.34 *	-0.31 *	-0.3	-0.26 *	-0.25 *	-0.219					
	0.159	0.159	0.161	0.127	0.124	0.1294					
CPV	0.29			0.273 *							
	0.152			0.121							
COMP		0.112			0.2 *						
		0.099			0.081						
SS			0.014			0.0815					
			0.094			0.0769					
POfit	0.505 ***	0.56 ***	0.592 ***								
	0.116	0.102	0.099								
PJfit				0.778 ***	0.808 ***	0.8267 ***					
				0.085	0.073	0.0718					
N	163	163	163	163	163	163					
F	12.95 ***	11.74 ***	11.45 ***	33.24 ***	32.45 ***	30.65 ***					
R2 Adj.	0.269	0.249	0.244	0.499	0.493	0.4979					

* $p < .10$; ** $p < .05$; *** $p < .01$

the two-study design provides additional robustness and increases external validity of the findings. Therefore, it urges practitioners to make more use of the concept of public service motivation as it may be a generic driver to providing well-organized public service in any context.

Compliance with Ethical Standards

Conflict of Interest The authors declare that they have no conflict of interest.

Ethical Approval Procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Informed Consent Informed consent was obtained from all individual participants included in the study.

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