


# “Impact of employees’ internal factors and job performance on organizational commitment in government organizations during COVID-19: Evidence from Kuwait”

<b>AUTHORS</b>	Fayez Aldasem Rosmini Omar Muhammad Saleem
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Muhammad Saleem, 2022

Fayeze Aldasem, Ph.D., Azman  
Hashim International Business  
School, Universiti Teknologi Malaysia,  
Malaysia. (Corresponding author)

Rosmini Omar, Dr., Associate  
Professor, Azman Hashim International  
Business School, Universiti Teknologi  
Malaysia, Malaysia; College of Business  
Administration, University of Business  
and Technology, Saudi Arabia.

Muhammad Saleem, Ph.D., Azman  
Hashim International Business  
School, Universiti Teknologi Malaysia,  
Malaysia.



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Fayeze Aldasem (Malaysia), Rosmini Omar (Malaysia, Saudi Arabia),  
Muhammad Saleem (Malaysia)

# IMPACT OF EMPLOYEES' INTERNAL FACTORS AND JOB PERFORMANCE ON ORGANIZATIONAL COMMITMENT IN GOVERNMENT ORGANIZATIONS DURING COVID-19: EVIDENCE FROM KUWAIT

## Abstract

Modern hiring practices based on qualification, gender discrimination, person-job fit, and life satisfaction can allow employees to perform effectively and significantly contribute to organizational commitment. Thus, the study aims to develop and test a structural model that integrates the relationships between overqualification, life satisfaction, person-job fit, employees' job performance, and organizational commitment during the COVID-19 pandemic in the public organizations of Kuwait. The person-job fit theory was applied to obtain fair results. Thus, the data were collected from 275 employees working in healthcare institutions, the education sector, and the Ministry of Defense in Kuwait. Overall, the results show a significant and direct impact of overqualification and life satisfaction on employees' job performance; accordingly, employees' job performance also affects organizational commitment. Thus, results indicate that person-job fit negatively affects employees' job performance. Surprisingly, employees' job performance mediates the relationship between overqualification, life satisfaction, and organizational commitment. However, employees' job performance does not mediate the relationship between person-job fit and organizational commitment. The current paper contributes to understanding the broad impact of overqualification, life satisfaction, and employees' job performance on organizational commitment during the COVID-19 pandemic, mainly in public organizations.

## Keywords

overqualification, life satisfaction, person-job fit, hiring, Kuwait

## JEL Classification

O15, H11, H19, J28

## INTRODUCTION

The COVID-19 pandemic challenges almost all economic sectors worldwide (Kumar et al., 2020; Nundy et al., 2021; Lu et al., 2021). In the current pandemic, it is hard for organizations to achieve their business goals and sustain competitive advantages in the market (Rahman et al., 2022). However, the human resource management departments mainly stress identifying and implementing modern business trends and accordingly train employees to perform at their maximum levels (Aurelia & Momin, 2020; Elsafty & Ragheb, 2020). Thus, public and private organizations pay more attention to engaging and motivating their employees to perform at their maximum during the pandemic. However, during the COVID-19 pandemic, it was hard for most employees to manage social, personal, and professional life together, more likely women (WHO, 2020). Recently, Waizenegger et al. (2020) reported that several public and private companies enforced new norms to work from home (remotely), which was challenging for several employees to perform, particularly in the public sector.

Therefore, several recent studies emphasized that unskilled, old age, and overqualified employees face vast challenges in implementing a modern working lifestyle in public organizations during the COVID-19 pandemic (Bischof, 2021; Brunello & Wruuck, 2021; Kılınc, 2021). In addition, Wu et al. (2022) also highlighted that most public organizations still practice traditional hiring and training systems, which are not so stable to survive in the current pandemic. Following the new norms of the business required more stability and capability of the employees to contribute to the achievement of organizational goals (Loan, 2020; Vo-Thanh et al., 2021). In this regard, prior studies recommended that public organizations in Kuwait identify and understand modern hiring and training practices (Al-Hawary & Alajmi, 2017; Sawaeen & Ali, 2020). This is confirmed by Fuller and Unwin (2003) and Akuoko (2008) that modern hiring practices based on qualification, gender discrimination, person-job fit, and life satisfaction can allow employees to perform effectively and significantly contribute to organizational commitment. Thus, limited studies shed light on how human resource management can design modern hiring strategies based on qualification, gender discrimination, person-job fit, and life satisfaction in public organizations in Kuwait.

However, present study aims to examine the impact of qualification, person-job fit, life satisfaction, and employees' job performance on the organizational commitment during the COVID-19 pandemic in Kuwait's public organizations, applying the person-job fit theory. Previously, lack of studies investigated the employees' job performance and organizational commitment of employees working in public organizations of Kuwait. In this regard, the study contributes by exploring the boarder role of qualification, person-job fit, life satisfaction, and employees' job performance maximize the organizational commitment during the COVID-19 pandemic.

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## 1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Liu and Wang (2012) defined overqualification as inequality between the specific job and individuals' qualifications, experience, skills, and knowledge. Overqualification may also be defined as the less or more skills and/or education of an individual at a particular job position. Lee et al. (2021) pointed out that the overqualification of employees negatively affects their job performance and organizational commitment. Likely, during the COVID-19 pandemic, overqualified employees face several challenges to perform significantly while working from home (Wu et al., 2022). Another indicator is the lack of information on using technological devices and interacting with teams or customers online, likely in public organizations (Pandey, 2022). Akuoko (2008) identified that human resource management departments in most public organizations are practicing a traditional selection and appointing (staffing) system, in which they are not able to hire the "right person for the right job." Moreover, prior studies confirmed that overqualification negatively affects

employees' job performance, conversely, organizational commitment (Liu & Wang, 2012; Kaur et al., 2020; Wu et al., 2022).

Zhang et al. (2021) examined the relationship between overqualification and job performance, concluding a positive relationship. They suggested that human resource management departments should practice modern appointing and selecting practices based on the individuals' previous experiences, skills, education, seniority, and knowledge. Atmojo (2015) found that organizational commitment is based on employees' job performance, and job performance is based on employees' skills, knowledge, qualification, and experiences. In addition, Erdogan and Bauer (2021) confirmed a positive and direct link between overqualification and employees' job performance in the public sector. However, Wu et al. (2022) claimed that limited academicians developed the relationship between overqualification and employees' job performance during the COVID-19 pandemic in the public sector. Most studies have been done in developed countries, mainly in the United States of America, China, or Singapore.

An individual's life satisfaction is a psychological appeal toward a particular act or/and environment

(Mafini & Dlodlo, 2014). Individuals' emotional or rational action shows their satisfaction level. According to Ampofo et al. (2017, p. 953), "life satisfaction is the cognitive component of a person's subjective well-being, which is a broader construct than life satisfaction." However, an individual's life satisfaction comprises judgment, cognitive, and emotional states, which could be negative or positive (Suh et al., 1998; Ampofo et al., 2017). Chughtai (2021) highlighted that an individual's life satisfaction significantly affects job performance. Likely, during the COVID-19 pandemic, most employees in different organizations felt unsatisfied with working from home. New norms and trends in working negatively influence employees' job satisfaction and performance (Karatepe et al., 2021; Kumar et al., 2021). Conversely, Henry et al. (2021) suggested that organizations must develop a globalized working environment to satisfy and engage employees to perform effectively, ultimately leading to organizational commitment.

Prior studies investigated and concluded a positive relationship between life satisfaction and employees' job performance (Chummar et al., 2019; Cerci & Dumrudag, 2019; Chughtai, 2021). It has been confirmed that positive life satisfaction leads to positive job performance, conversely affecting organizational commitment. However, Ampofo (2017) pointed out that the lack of empirical studies addressed the link between life satisfaction and job performance, mainly during the COVID-19 pandemic. In this regard, Elsafty and Ragheb (2020) suggested that scholars should develop and investigate the critical indicators of life satisfaction that could ensure the maximum engagement of individuals with their job, as in results, it may enhance job performance.

According to Hasan et al. (2021, p. 4), "the underlying principle regarding person-job fit is that employees' endeavors and experiences give form to their version of reality, including cognitions and emotions, which contribute to job satisfaction and eventually affective organizational commitment." Organizations endeavor to hire and select such productive individuals. Therefore, person-job fit is a crucial practice that public and private organizations should implement to employ experienced and qualified individuals for a particular job (June & Mahmood, 2011; Afsar et al., 2015). Elsafty and

Ragheb (2020) highlighted that strategies for appointing and selecting an individual are challenging for human resource departments, mainly during the COVID-19 pandemic. Truss (2013) investigated the role of human resource departments after hiring individuals to provide training, assign job tasks, and monitor their performance accordingly. Thus, most public organizations failed to provide proper skills training programs; as a result, new employees were not able to perform effectively. In this regard, Uslu (2015) suggested that public and private organizations should identify and implement strategic human resource practices as they can hire a capable candidate who may significantly contribute to organizational commitment. Hasan et al. (2021) identified that the person-job fit theory is a dominant theory to support human resource management departments in identifying the key indicators that may enhance employees' job satisfaction and performance.

Academicians have widely demonstrated the impact of person-job fit on employees' job performances and organizational commitment (Farzaneh et al., 2014). The ability to achieve a job objective and a dynamic work behavior determined faith in employees and established a degree of confidence to maximize productivity and performance, which ultimately impacts organizational commitment (Chhabra, 2015; Jyoti et al., 2020). Chou et al. (2022) concluded that person-job fit strongly affects employees' job performance. Furthermore, the empirical studies confirmed that person-job fit practices significantly contribute to individuals' job performance (June & Mahmood, 2011; Iqbal et al., 2012; Han et al., 2015). More recently, Goetz and Wald (2022) confirmed a strong impact of person-job fit on employees' job performance, satisfaction, and practical organizational commitment.

According to Suharto and Hendri (2019, p. 193), "organizational commitment is the degree to which individuals adopt organizational values and goals and identify with them in fulfilling their job responsibility." Employees' job performance is based on their satisfaction and motivation to achieve organizational goals (Loan, 2020). Conversely, organizational commitment is the social actors' willingness to offer their actual effort and loyalty to the system (Pandey & Khare, 2012; Yao et

al., 2019). Hence, during the COVID-19 pandemic, several organizations could not maintain their commitment for the long term (Filimonau et al., 2020). Employees were crucial stakeholders who could not perform their responsibilities remotely (Chanana, 2021). Due to the novelty of work-from-home practices, most employees in government organizations could not interact and perform significantly compared to working physically from the office. Suliman and Iles (2000) emphasized that organizational commitment defines the stability and worth of that organization, and absolute commitment is based on the performance of employees. In this regard, Babalola (2016) conducted a study and confirmed that the effective job performance of employees positively affects organizational commitment.

Previously, a lack of studies shed light on the relationship between employees' job performance and organizational commitment during the COVID-19 pandemic in a public organization. Moreover, Markovits et al. (2010) investigated the link between employees' job performance and organizational commitment in private organizations. They found a positive impact of employees' job performance on organizational commitment and overall productivity. Furthermore, Srivastava (2013) pointed out that the employees' achievement and output recognize the organization where they work and are characterized by the effort, experience, and development of professional skills integrated to expressed overall job performance. Employees' job performance shows how they are committed to the organization.

Several researchers discussed that during the COVID-19 pandemic, the turnover of employees was very high. Moreover, employees with overqualification, lack of skills, and experience did not feel more satisfied with the job resulting in their not performing effectively (Zafar, 2020; Howard & Luksyte, 2021; Wu et al., 2022). An unsatisfactory level of job performance negatively impacts organizational commitment. Moreover, Chanana (2021) demonstrated that organizational justice during a pandemic influences job performance and commitment, affecting turnover intention. Therefore, it was confirmed that employee performance mediates the link between overqualification (Basir & Wahjono, 2014), life satisfaction (Hsieh & Huang,

2017), person-job fit (Chhabra, 2015), and organizational commitment (Güteryüz et al., 2008). Furthermore, a higher level of job performance leads to higher organizational commitment (Markovits et al., 2010). Thus, overqualification, person-job fit, and satisfaction are critical predictors of job performance (June & Mahmood, 2011; Özdevocioğlu et al., 2015; Sengupta et al., 2015).

Additionally, Schuster et al. (2020) suggested that public organizations should identify key indicators that can motivate employees to engage with work and, in return, enhance productivity, which may positively affect organizational commitment. Considering the market competition, organizations seek to adopt the modern system of operations and educate employees to interact significantly, mainly during the COVID-19 pandemic (Rahman et al., 2022). However, a lack of studies investigated job performance's mediating role in organizational commitment during the COVID-19 pandemic. Recently, Yang et al. (2015) investigated and confirmed the indirect impact of overqualification on organizational commitment. Finally, Lambert and Hogan (2009) concluded the indirect impact of satisfaction and person-job fit on organizational commitment.

Following the literature review, the study proposed the following hypotheses:

- H1: *Overqualification has a significant and direct impact on employees' job performance.*
- H2: *Life satisfaction has a significant and direct impact on job performance.*
- H3: *Person-job fit has a significant and direct impact on employees' job performance.*
- H4: *Employees' job performance has a significant and direct impact on organizational commitment.*
- H5: *Employees' job performance mediates the link between overqualification and organizational commitment.*
- H6: *Employees' job performance mediates the link between life satisfaction and organizational commitment.*

H7: *Employees' job performance mediates the link between person-job fit and organizational commitment.*

## 2. METHODOLOGY

Data were collected from 275 respondents working in different government organizations from various cities in Kuwait. Data were gathered from August 2021 to November 2021. The measurement items were translated into the Native language of Kuwait (Arabic). To confirm the reliability of the items, the “forward and backward translation” practice was performed by the experts to ensure the subject of the items was understandable. Therefore, all the items were adopted from previous studies and modified as per the context of the respondents (see Table 2 for sources).

In total, 283 participants returned the filled questionnaires, eight questionnaires were not considered for the final data analysis because most ticked on the same answers for all items. Thus, the final data analysis was performed using 275 questionnaires. Moreover, the cross-sectional sampling technique was used to collect data, which has been used in several previous studies on person-job fit, job performance, and organizational commitment in different contexts (Diener et al., 1985; Maynard et al., 2006; Lauver & Kristof-Brown, 2001; Koopmans et al., 2014). An online questionnaire was developed and circulated among participants. As mentioned earlier, the data were collected during the pandemic, while government institutions were ordered to keep social distance and work from home to minimize the spread of the virus. However, the total sample comprised 77% male and 23% female; 33.45% of employees worked in healthcare institutions, 41.09% – in the education sector, and 25.45% – in the Ministry of Defense of Kuwait.

Using Smart PLS software, the hypothetical relationships were tested through structural equation modeling (SEM) (Wong, 2013). According to Sarstedt and Cheah (2019), SEM approaches offer a broader range of statistical analyzing the path coefficient and specific indirect effect of the latent variables. Moreover, it also supports measures of the complex model (Shiau et al., 2019). Management

science researchers widely use SEM approaches to confirm the model fit (Saleem et al., 2021).

However, two well-known methods used broadly in SEM analysis are covariance-based (CB-SEM) and partial least squares (PLS-SEM). In this regard, PLS-SEM statistical analysis approach was used because it has the strength to identify and obtain the complex direct and indirect relationships among constructs and highlight the relative values of path coefficients through bootstrapping techniques (Streukens & Leroi-Werelds, 2016). Furthermore, as discussed earlier, in the current study, a model was developed including mediating variables; therefore, it has been confirmed that the PLS-SEM approaches widely apply to validate the mediating effects (Wong, 2016). Thus, a direct relationship between person-job fit, life satisfaction, overqualification, job performance, and organizational commitment was tested in the present study.

## 3. RESULTS

Present study aimed to investigate the impact of person-job fit, life satisfaction, overqualification, and job performance on organizational commitment during the COVID-19 pandemic in public organizations in Kuwait; thereby, the mediating role of job performance was also tested. However, all constructs were evaluated through reliability and validity tests. To confirm the reliability, Cronbach's Alpha ( $\alpha$ ), Composite Reliability (CR), and Average Variance Extracted (AVE) tests were performed to assess the convergent validity (Tables 1 and 3). Accordingly, the factor loading values for all measurement items were measured above the criterion of the threshold value range of 0.7 (Wong, 2016). Therefore, Shrestha (2021) argued that factor loading of an item range between 0.6 to 0.7 is also acceptable. Furthermore, the measurement item values are presented in Table 2.

**Table 1.** Construct reliability and validity

Constructs	$\alpha$	CR	(AVE)
Job Performance	0.919	0.939	0.756
Life Satisfaction	0.762	0.840	0.514
Organizational Commitment	0.814	0.871	0.575
Overqualification	0.713	0.821	0.536
Person-Job Fit	0.852	0.896	0.683

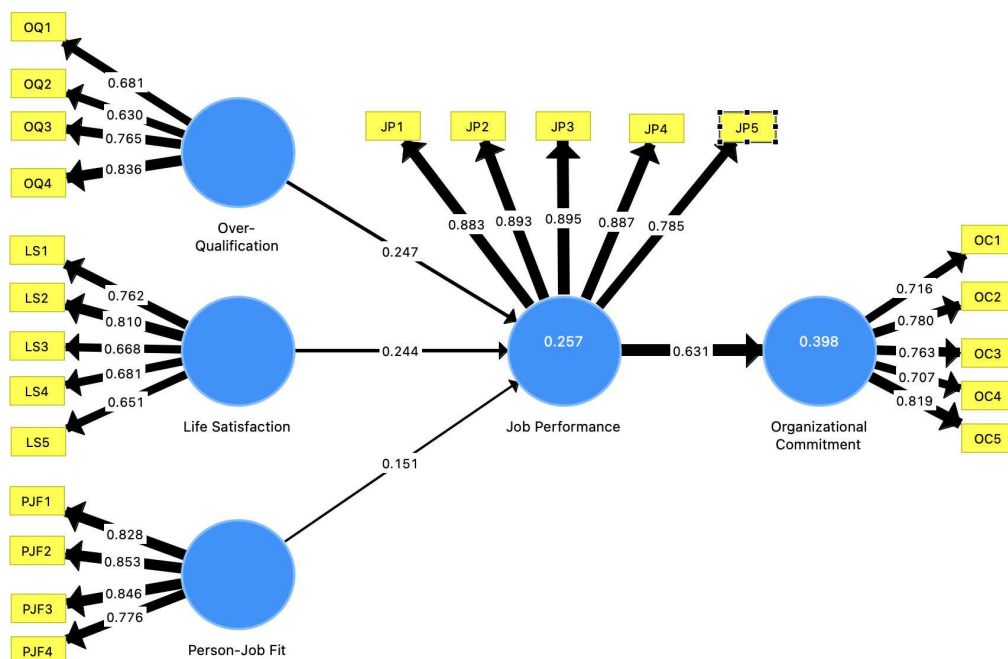
**Table 2.** Measurement items

Code	Items	Loading	Source
OQ1	My previous training is not being fully utilized in the organization.	0.681	Maynard et al. (2006)
OQ2	I have much knowledge I do not need to do my job.	0.630	
OQ3	My education level is above the education level required by this organization.	0.765	
OQ4	I have more abilities than I need to do my job in the organization.	0.836	
LS1	In most ways, my life is close to my ideal.	0.762	Diener et al. (1985)
LS2	Everything in my life is excellent.	0.810	
LS3	I am happy with my life.	0.668	
LS4	So far, I have gotten the important things I want in life.	0.681	
LS5	I will change almost nothing if I live my life again.	0.651	
PJF1	My abilities fit the demands of this job.	0.828	Koopmans et al. (2014)
PJF2	I have the right skills and abilities to do this job.	0.853	
PJF3	My personality is a good match for this job.	0.846	
PJF4	I am the correct type of person for this type of work.	0.776	
JP1	I manage to plan my work to be done on time.	0.883	Lauver and Kristof-Brown (2001)
JP2	My planning to accomplish the work is optimal.	0.893	
JP3	I keep in mind the results that I have to achieve at work.	0.895	
JP4	I can separate main issues from side issues at my work.	0.887	
JP5	I can perform my work well with minimal time or effort.	0.785	
OC1	I would be thrilled to spend the rest of my career with this organization.	0.716	Meyer and Allen (1991)
OC2	I enjoy discussing my organization with people outside it.	0.780	
OC3	I really feel as if this organization's problems are my own.	0.763	
OC4	I could easily become as attached to another organization as I am to this one.	0.707	
OC5	I do feel 'emotionally attached' to this organization.	0.819	

Note: A Likert scale was used (1 = Strongly Disagree to 7 = Strongly Agree). OQ = Overqualification, LS = Life satisfaction, PJF = Person-job fit, JP = Job performance, OC = Organizational commitment.

**Table 3.** Discriminant validity

Path	1	2	3	4	5
Job Performance	0.869				
Life Satisfaction	0.396	0.717			
Organizational Commitment	0.631	0.279	0.758		
Overqualification	0.400	0.301	0.543	0.732	
Person-Job Fit	0.404	0.508	0.368	0.520	0.826



**Figure 1.** Structural model

As elaborated earlier, PLS-SEM approaches were applied to validate the hypothetical model after validating the measurement model. Bootstrapping with 5000 sub-samples and t-statistic were obtained to test the path coefficient. Therefore, coefficients of determination ( $R^2$ ) and path coefficients were systematically illuminated in the structural model of the current study (Figure 1). Additionally, mediation analysis was performed to specify the indirect relationship between constructs (Tables 4 and 5). The statistical values were extracted from the SEM analysis, presenting the direct and indirect relationships, significance level, and variance explained ( $R^2$ ) for the structural model (Nakagawa et al., 2017). Sub-samples with 5000 through bootstrapping were calculated to know the relationship between person-job fit, overqualification, life satisfaction, job performance, and organizational commitment during the COVID-19 pandemic in public organizations of Kuwait.

Discussing H1, it was identified that the variance for job performance was  $R^2 = 0.257$  and  $R^2 = 0.398$  for organizational commitment, while person-job fit, overqualification, and life satisfaction explained 39.8% of the variance in organizational commitment. Accordingly, the overall hypothetical results show a positive impact of overqualification and life satisfaction on job performance, and person-job fit negatively impacts job performance during the COVID-19 pandemic in public sectors of Kuwait. The present study also found a positive impact of job performance on organizational commitment; thus, H1, H2, and H3 were accepted, and H4 was rejected.

In addition, the mediating role of job performance was also performed between overqualification, life satisfaction, person-job fit, and organizational commitment. Three indirect hypotheses were developed to understand the mediating role of job performance; results indicate that job performance mediates the relationship between overqualification, life satisfaction, and organizational commitment. Surprisingly, results indicate that job performance does not mediate the relationship between person-job fit and organizational commitment. Hence, H5 and H6 show a full mediation effect, and H7 shows no mediation effect.

**Table 4.** Path coefficients

Path	$\beta$	T Statistics
JP $\rightarrow$ OC	0.631	8.603***
LS $\rightarrow$ JP	0.244	2.460**
OQ $\rightarrow$ JP	0.247	2.345**
PJF $\rightarrow$ JP	0.151	1.813*

Note: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ . OQ = Overqualification, LS = Lifesatisfaction, PJF = Person-job fit, JP = Job performance, OC = Organizational commitment.

**Table 5.** Specific indirect effect

Path	$\beta$	T Statistics
OQ $\rightarrow$ JP $\rightarrow$ OC	0.156	1.964**
PF $\rightarrow$ JP $\rightarrow$ OC	0.095	1.793*
LS $\rightarrow$ JP $\rightarrow$ OC	0.154	2.39***

Note: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ . OQ = Overqualification, LS = Lifesatisfaction, PJF = Person-job fit, JP = Job performance, OC = Organizational commitment.

## 4. DISCUSSION

This study investigates the impact of overqualification, life satisfaction, person-job fit, and job performance on organizational commitment during the COVID-19 pandemic in public organizations in Kuwait. Thereby, the mediating role of job performance was also assessed. Thus, a structural model was developed to test the direct and indirect relationship between constructs through SEM analysis.

Present study investigated and concluded that for the first hypothesis (overqualification significantly affects job performance), the statistical values were  $\beta = 0.247$ , t-value = 2.345, and p-value = 0.019. The previous studies also support these results. Therefore, skills, experience, and education are the key indicators of overqualification. These indicators may be more or less of employees, impacting their job performance. Likely, during the COVID-19 pandemic, the turnover of overqualified employees was very high, mainly in government organizations.

Similarly, H2 results indicates that the life satisfaction significantly impact job performance ( $\beta = 0.244$ , t-value = 2.46, p-value = 0.014). Prior studies on job performance have confirmed that life satisfaction is a dominant factor ensuring maximum job performance, although positive satisfac-



tion leads to positive job performance. During the COVID-19 pandemic, it was hard for employees to be focused and satisfied with the work from home. As a result, it also affects employees' job performance. Hence, before the COVID-19 pandemic, employees from most sectors were more satisfied with contributing to achieving organizational goals and sustaining competitive advantages (Rahman et al., 2022).

Finally, H3 emphasized a significant impact of job performance on organizational commitment during the COVID-19 pandemic in Kuwait, in which statistical results show  $\beta = 0.631$ ,  $t\text{-value} = 8.603$ , and  $p\text{-value} = 0.000$ . Job performance and organizational commitment have been studied widely in different contexts. Most studies found a positive and robust relationship. Thus, maximum job performance leads to higher organizational commitment, which significantly enables organizations to achieve their business goals. During the COVID-19 pandemic, it was hard for employees to perform effectively and be committed to their organizations; thus, identifying and implementing modern work-from-home practices retain the maximum level of employees' job performance.

Surprisingly, H4 shows a negative impact of person-job fit on employees' job performance during the COVID-19 pandemic in Kuwait; statistical results are  $\beta = 0.151$ ,  $t\text{-value} = 1.813$ , and  $p\text{-value} = 0.070$ . Empirical studies elaborated on the same

findings. However, there is a lack of studies that developed measurements to investigate the link between person-job fit and job performance during the COVID-19 pandemic.

Mediating hypotheses indicate that job performance mediates the relationship between overqualification, life satisfaction, and organizational commitment; thus, the statistical values of H5 are  $\beta = 0.156$ ,  $t\text{-value} = 1.079$ , and  $p\text{-value} = 0.050$ ; H6 showed  $\beta = 0.154$ ,  $t\text{-value} = 2.390$ , and  $p\text{-value} = 0.017$ . Therefore, job performance does not mediate the relationship between person-job fit and organizational commitment, and statistical results are  $\beta = 0.095$ ,  $t\text{-value} = 1.793$ , and  $p\text{-value} = 0.073$ ; thus, H7 was rejected. However, the probable reason was justified why job performance did not mediate the relationship between person-job fit and organizational commitment during the COVID-19 pandemic in public organizations of Kuwait. It was due to the lack of strategic human resource management practices in Kuwait's public sector, which does not allow human resource management departments to identify and select the right person for the right job, mainly during the COVID-19 pandemic. However, the current pandemic creates several challenges for organizations to hire a reliable individual for a specific job in public organizations. In addition, public organizations in Kuwait are still practicing traditional selection and hiring (staffing) practices, which are ineffective in recognizing the right person for a particular job.

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## CONCLUSION AND LIMITATIONS

The study aimed to examine the impact of qualification, person-job fit, life satisfaction, and employees' job performance on organizational commitment during the COVID-19 pandemic in Kuwait's public organizations, applying the person-job fit theory. Thereby, the mediating role of employees' job performance was tested.

Previously, limited studies investigated and concluded the impact of overqualification, life satisfaction, and person-job fit on organizational commitment during the COVID-19 pandemic in public organizations of Kuwait. In this regard, the current study may contribute new knowledge to job performance and organizational commitment literature. This is the first paper that provided a quantitative analysis of the direct and indirect relationship between qualification, gender discrimination, person-job fit, life satisfaction, job performance, and organizational commitment during the COVID-19 pandemic. Several recent studies have noticed that it is a severe issue for public organizations to sustain their performance during the COVID-19 pandemic. Second, the study contributes by exploring whether qualification, person-job fit, life satisfaction, and employees' job performance maximize organizational commitment during the COVID-19 pandemic.

The present study recognized certain limitations. This paper investigated and concluded the impact of overqualification, life satisfaction, person-job fit, and job performance on organizational commitment during the COVID-19 pandemic in public organizations in Kuwait. Thus, as stated earlier, a cross-section method was applied to obtain the data from targeted respondents. Future research can conduct a longitudinal study using the same research model and theory.

Furthermore, the current study was limited to only the public sector in Kuwait. Thus, future research is advised to analyze different organizations, i.e., private or/and semi-public organizations in Kuwait. This may add novel knowledge to the organizational commitment literature.

## AUTHOR CONTRIBUTIONS

Conceptualization: Fayeze Aldasem.

Data curation: Muhammad Saleem.

Formal analysis: Muhammad Saleem.

Investigation: Fayeze Aldasem, Muhammad Saleem.

Methodology: Muhammad Saleem.

Resources: Fayeze Aldasem, Muhammad Saleem.

Software: Rosmini Omar, Muhammad Saleem.

Supervision: Rosmini Omar.

Validation: Rosmini Omar.

Writing – original draft: Fayeze Aldasem, Muhammad Saleem.

Writing – review & editing: Rosmini Omar, Muhammad Saleem.

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