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Investigating the Impact of Employees' Internal Factors on their Job Performance in Government Organizations

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Abstract

Considering the current COVID-19 crisis, organizations need to hire the right person for the right job, as they can perform effectively and contribute to achieve business goals. The current study aimed to investigate the impact of employees' internal factors, for example, (overqualification, life satisfaction, person-job fit, gender discrimination), and organizational commitment, on employees' task and contextual performance in government organizations of Kuwait. This study developed a conceptual framework based on the person-job fit theory to investigate the hypothetical relationship between constructs. A cross-sectional research approach was applied to collect data from 275 respondents working in different government organizations in Kuwait. Thus, we developed a questionnaire based on a seven-point Likert scale (1=strongly disagree to 7=strongly agree) to collect data. Data were analyzed through the "structural equation modeling" technique via Smart PLS software. The findings indicated a strong positive relationship between gender discriminations, life satisfaction, person-job fit, organizational commitment, task performance, and contextual performance. Thereby, we found overqualification negatively impacts organizational commitment. Therefore, organizational commitment mediates the relationship between person-job fit, life satisfaction, gender discrimination, task performance, and contextual performance. On the other hand, organizational commitment did not mediate the relationship between overqualification, task performance, and contextual performance. Hence, the findings of this study confirmed that the employees' job performance significantly based on life satisfaction,

person-job fit, and gender discrimination through organizational commitment in government organizations of Kuwait.

Keywords: Overqualification, Life Satisfaction, Person-Job Fit, Gender Discrimination, Job Performance, Government Organization

Introduction

The link between individuals' internal factors i.e., (qualification, satisfaction, job fit, gender, age etc.) and job performance has been studied exhaustively and confirmed positive and significant associated between them (Jayasuriya et al., 2012; Singh and Jain, 2013; Anitha, 2014; Amarasena et al., 2015; Chirchir, 2016; Ashraf, 2020; Ashraf, 2020). Accordingly, Stander et al (2019) reported that an individual's job level, qualification, life satisfaction, salary, work environment, and age, positively influence on their job performance and satisfaction, mainly in government institutions. Pang and Lu (2018) concluded that employees' job satisfaction positively enhances organizational performance. In this regard, Meng and Berger (2019); Paais and Pattiruhu (2020) confirmed that organizational culture and leadership play an essential role in maximizing the employees' job performance and life satisfaction.

Therefore, several scholarly works pointed out that the Coronavirus (COVID-19) pandemic created social and economic challenges worldwide (Crayne, 2020; Guan et al., 2020; Mahmud et al., 2021; Saleem et al., 2021). Considering these challenges, most organizations force employees to work from home to minimize the business's losses and sustain competitive advantages (Purwanto et al., 2020). For that reason of pandemic, government and private organizations adopt modern business approaches to facilitate employees while working from home (remotely) worldwide (Irawanto et al., 2021). To minimize the speedy spread of the virus Gulf Cooperation Council (GCC) countries enforced complete lockdown for all kinds of social or business activities (Alandijany et al., 2020). Mainly, The State of Kuwait (Emir of Kuwait) also ordered to shut down all kinds of social and business events as can minimize the maximum spread of COVID-19 among individuals around the country (Ashkanani et al., 2021). In this regard, Ahmad (2020) mentioned that most government employees were not ready to change and adopt a new working lifestyle and maintain the job performance while working from home. Thus, Irawanto et al. (2021) found work from home negatively impacts the government employees' personal life and job performance in Kuwait.

Accordingly, Alahmad et al (2020); Diab-Bahman (2021) found that government employees in Kuwait face numerous challenges in adopting a new working lifestyle, particularly women, old age, and un-skilled labor. Further, they reported that overqualification and unbalanced hiring is also a major cause for not performing well. Therefore, some government organizations in Kuwait are still implementing traditional approaches for hiring and training employees (AlAwadhi and Morris, 2008; Al-Kazi, 2011). Thus, several empirical studies suggested that the government organizations in Kuwait should be more focused on implementing modern hiring and training systems based on individuals' qualifications (Al Rayes, 2019), life satisfaction (Abbas, 2020), person-job fit (Abdalla et al., 2019), and gender discrimination (Adel and Alqatan, 2019) as they can be satisfied with their job and significantly contribute in the overall performance of the organization. Still, no

empirical studies examined the relationship between these constructs, mainly in Kuwait, which we identified as the gap for the current study.

We structured the current paper as follows: the second section described the theoretical and hypothesis development of the model. The research method, measurement of indicators, and model are presented in the third section: the third section covers structural equation modeling and discussion on overall findings. Conclusion, recommendations for future researchers, and limitations are shown in the last section.

Objectives

However, the present study aimed to investigate the direct and indirect relationship between individuals' internal factors, i.e., (overqualification, life satisfaction, person-job fit, and gender discriminations), organizational commitment, employees' task and contextual performance in government organizations of Kuwait, using of person-job fit theory. Thereby, we also tested the mediating role of organizational commitment between overqualification, life satisfaction, person-job fit, gender discrimination, and employees' task and contextual performance.

Theoretical Framework and Hypothesis Development

Person-Job Fit Theory

The person-job fit theory aims to identify the "right person for the right job" (June and Mahmood, 2011; Afsar et al., 2015; Zhu et al., 2018). This theory described the match between an employees' knowledge, qualification, age, abilities, and skills, with requirements for the job (Sekiguchi, 2014; Chuang and Sackett, 2005; Carless, 2005; Bui et al., 2017; Zhu et al., 2018). Previous studies used person-job fit theory to examine the link between employees' capability, skills, knowledge, and job performance with their job. Most of them found a positive link between these constructs. Therefore, Zhu et al (2018) suggested that human resource management of an organization should provide job information based on realistic and accurate demands as candidates can easily find the matched job. After the selection, organizational leadership and human resource management play an important role in assigning the job task, training, and monitoring their performance (Bui et al., 2017; Meng and Berger, 2019).

Accordingly, Hewertson (2020) concluded that most government organizations did not focus on finding the "right person for the right job." Further, they found that employees' skills, knowledge, experiences, and qualifications significantly impact their job performance. Empirically, Zhu et al (2018) confirmed that person-job fit is a dominant theory to identify the factors influencing employees' job performance and satisfaction. Considering the above discussion and justification, we developed the following hypothesis:

H1: Person-job fit positively influences organizational commitment

Employees' Overqualification

Perrewé, Pamela (2012) defined overqualification as "individuals may be classified as overeducated if their education is more than one standard deviation above the average level of education in an occupation, or if they possess an education level exceeding the required education that was identified as a result of a job analysis" (p.7). Overqualification is also defined as a mismatch between the individuals' experience, qualification, knowledge, skills, and job requirements (Kulkarni et al., 2015). It negatively impacts employees' job satisfaction in results lower organizational commitment and maximum turnover of the employees

(Lobene et al., 2015). Therefore, Ma et al (2020) highlighted that an organization's human resource management department is directly responsible for hiring an overqualified employee. Overqualified employees also behave negatively, which minimizes the performance of an organization and its competitive advantages in the market. Thereby, Hu et al (2015) suggested that organizational leadership and human resource management departments should focus on checking and matching the employees' education, experience, and knowledge with the job requirements, mainly government organizations.

Previously several studies investigated the link between employees' overqualification and organizational commitment (Hoskins, 2003; Rose, 2005; Mutlu, 2013). They found a positive relationship between these two constructs. For example, Mutlu (2013) investigated an empirical study in Turkey and found overqualification negatively influences organizational commitment. Furthermore, they reported that the organization must understand and hire a person who fits a specific job to achieve organizational goals. Accordingly, Zheng and Wang (2017) also examined overqualified employees negatively impact organizational commitment and performance. However, Conrad and Meyer-Ohl (2019) discussed that the government organizations lack the proper mechanism to hire and match the employees' qualifications with the current job they applied for. Thus, in line with the above discussion and arguments, we developed the following hypothesis:

H2: Employees' overqualification positively influence organizational commitment

Employees' Life Satisfaction

Life satisfaction is an emotional appeal of an individual (Abbas, 2020; Lambert et al., 2017). "According to spillover theory, experiences at work can spill over and impact the overall quality of life" (Lambert et al., 2013 p.197). In sum, positive feelings of an employee towards a job or work environment can significantly spill over and enhance satisfaction. Similarly, a negative job environment could also spill over and minimize satisfaction (Lambert et al., 2021). Organizations must develop a modern work environment to satisfy employees, which ultimately impacts organizational performance (Chughtai, 2021). Mafini and Dlodlo (2014) identified that employees' life satisfaction is based on their overall attitude and behavior towards their job.

On the other hand, Vanaki and Vagharseyyedin (2009) conducted a quantitative study in Iran and reported the positive link between employees' life satisfaction and organizational commitment. Furthermore, they stated that the positive life satisfaction of employees directly enhances their job performance. Accordingly, Jeon and Choi (2021) also concluded that employees' positive life satisfaction is a primary factor that contributes to overall organizational commitment. Empirically, Lambert et al (2021) highlighted that the relationship between employees' life satisfaction and organizational commitment remains undeveloped. In this line, Choi et al. (2018) suggested that researchers bridge that gap as the organizations can know the main factors of job that can significantly enhance employees' life satisfaction. To bridge this empirical gap, we proposed the following hypothesis:

H3: Employees' life satisfaction positively influences organizational commitment

Employees' Gender Discrimination

From the perspective of an organization, gender discrimination is defined as undeserved behavior of management giving of job opportunities in the shape of new job position, salary, promotion, benefits, and job performance assessment of an employee who

was belonging to a specific gender group or class (Kara, 2012; Khan and Rainaye, 2018). More likely, gender discrimination happens when some employees start comparing themselves with another group (male to female or female to male) for specific reasons, for example, increasing salary range, providing opportunities, promotions, and performance (Czarniawska, 2006; Bobbitt-Zeher, 2011). Most recently, Shah et al (2018) noticed high gender discrimination in GCC countries. Further, they added that they do not provide maximum job opportunities to women in public and private organizations. Ellwood (2000) and Haque et al. (2015) recommended that organizations hire more female employees to play an important role in achieving business goals.

However, previous studies presented mixed findings. For example, Khan and Rainaye (2018) investigated that gender discrimination impacts overall organizational commitment in Kashmir; in results, they concluded that companies should remove the gender discrimination barriers as women can also get equal opportunities. Thereby, Tuwor and Sossou (2008) suggested that government agencies should develop strong policies to minimize gender discrimination. They can also get equal opportunities to perform their job and contribute to the organization's overall performance. Empirically, Kumar and Das (2019) carried out an empirical study in India and noticed high gender discrimination, where women were not getting equal opportunities compared to males. Furthermore, they highlighted that due to gender discrimination, women are not getting equal opportunities in the job market. To shed light on the above arguments, we proposed the following hypothesis to investigate the direct link between gender discrimination and organizational commitment in the government organization of Kuwait:

H4: Gender discrimination positively influences organizational commitment

Organizational Commitment

According to Lambert et al (2013), "organizational commitment is the bond between a person and an employing organization (p.196). It presents a relationship between employees working in the organization, not a workgroup or a particular position. Nevertheless, organizational commitment developed to identify the strong willingness of employees towards organizational goals (Hogan et al., 2013). Organizational commitment is the main factor that shows a mutual relationship between a firm and employees, completely based on employees' job requirements and performance. Since the last decades, the concept of organizational commitment has been addressed widely by academicians and industry practitioners. That concept addressed the relationship with other key factors that belong to employees' attitudes and behavior. For example, Lambert et al (2016) pointed out that perceived organizational commitment positively influences employee job performance. Therefore, Ahmed and Nawaz (2015) stressed that several government organizations are not focusing on enhancing and maintaining organizational commitment, causing lower job performance of employees and higher turnover.

Empirically, Lambert et al (2013) examined and confirmed that strong and positive relationship between organizational commitment and job performance. Plus, Adekola (2012) discussed that several government organizations are not committed to the employees, negatively impacting their overall job performance and satisfaction. Another study by Eslami and Gharakhani (2012) concluded that employees' performance is enhanced when organizations are committed to them. Thus, we developed the following hypotheses:

H5: Organizational commitment positively influence employees' task performance

H6: Organizational commitment positively influence employees' contextual performance

The Mediating Role of Organizational Commitment

Organizational commitment plays a critical role in motivating employees to perform their job effectively (Mutlu, 2013; Ashraf, 2020; Lambert et al., 2021; Jeon and Choi, 2021). Several scholars reported that organizational commitment is a key construct that builds a strong relationship between employees and employers (Kuvaas, 2008; Awadh and Alyahya, 2013; Zayas-Ortiz et al., 2015). The organizations must understand the employees' attitudes and behavior and adjust them to the current work environment to enhance their job skills and knowledge. Therefore, Arasanmi and Krishna (2019) stated that organizational commitment directly affects employees' performance and mediates the relationship between employees' performance and other constructs, such as skills, experience, qualification, life satisfaction, etc. It motivates and trains employees to perform in a better way and builds a strong relationship with managers, supervisors, superiors, and peers, as they can feel empowered and secure (Kazemipour and Amin, 2012). In this way, employees tend to perform their job dynamically.

However, several studies confirmed that organizational commitment significantly mediates the relationship between employees' job performance, skills, education level, gender, and experiences (Srivastava and Dhar, 2016; Arasanmi and Krishna, 2019). They concluded that organizational commitment is a dominant construct that significantly mediates such relationships. Accordingly, Arasanmi and Krishna (2019) conducted a quantitative study in Malaysia and found organizational commitment substantially mediates the relationship between employees' performance and organizational support. Similarly, Straatmann et al (2020) also confirmed that qualification and person-job fit affect employees' job performance by mediating organizational commitment. Thus, a lack of studies investigated the mediating role of organizational commitment between employees' job performance, life satisfaction, gender discriminations, person-job fit, and overqualification in a different context. Hence, we proposed the following hypotheses to investigate the mediating role of organizational commitment.

H7: Organizational commitment mediates the relationship between overqualification and employees' task performance

H8: Organizational commitment mediates the relationship between overqualification and employees' contextual performance

H9: Organizational commitment mediates the relationship between life satisfaction and employees' task performance

H10: Organizational commitment mediates the relationship between life satisfaction and employees' contextual performance

H11: Organizational commitment mediates the relationship between person-job fit and employees' task performance

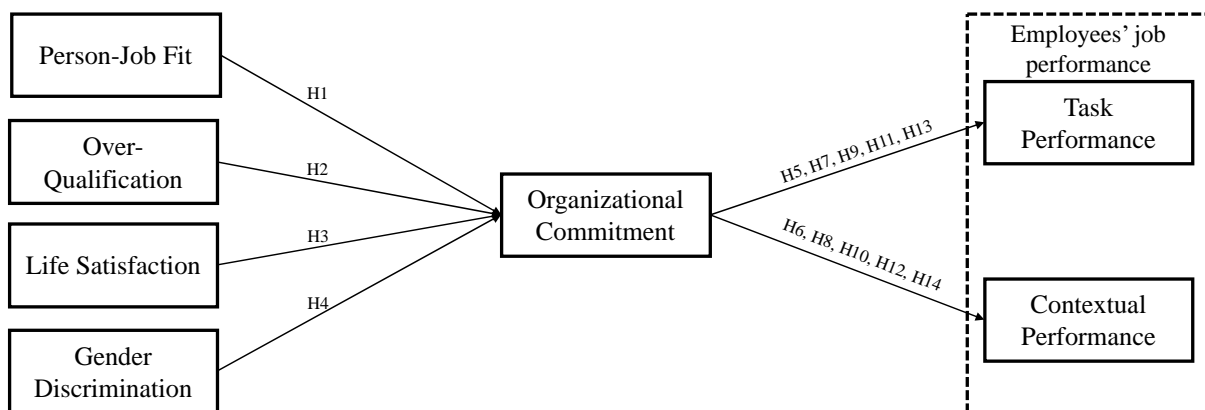
H12: Organizational commitment mediates the relationship between person-job fit and employees' contextual performance

H13: Organizational commitment mediates the relationship between gender discrimination and employees' task performance

H14: Organizational commitment mediates the relationship between gender discrimination and employees' contextual performance

Study Framework

We developed a framework for the current study (Figure. 1), considering previous empirical studies' literature gaps and suggestions on overqualification, life satisfaction, person-job fit, organizational commitment, and employee's job performance (Meyer and Allen, 1990; Lauver et al., 2001; Maynard et al., 2006). In the current study, we applied the person-job fit theory to investigate and understand the factors influencing government employees' job performance in Kuwait. In this regard, we proposed 14 hypotheses, from H1 to H6 was showing the direct relationship between the constructs, and H7 to H14 indicated the mediating role of organizational commitment between overqualification, life satisfaction, person-job fit gender discrimination, and employees' job performance.



Methodology

Data Collection

We used “a cross-sectional research approach” to gather data from employees working in Kuwait's different government sectors (health sector, education sector, Ministry of Defense). Hence, we used G*Power software to calculate the required sample size, having five predictors, “the effect size of 0.15, power of 0.95” with two tails, gave a sample size of 89 (Rothermich et al., 2021). According to Morse (2000), social science researchers should collect data from maximum respondents to know the actual observations of the respondents towards the study's objective. As a result, we collected data from 275 respondents. Due to the COVID-19 restrictions, we could not reach the targeted audience physically. Thus, we created an online questionnaire, distributed the link to targeted audiences, and requested them to participate in our study voluntarily. To maintain the quality of data collection, we provided contact details to the respondents to discuss, in case, if any respondents could not understand the language of the questionnaire. Therefore, 43.90% (n=96) respondents were 36 to 45 years old, from them 63.27 (n=174) was male and 36.72 (n=101) was female. Thus, 51.27% (n=141) held a bachelor's degree. Finally, 33.45% (n=92), 41.09% (n=113), 25.45% (n=70) respondents were working in the health care, education sector, and ministry of the education sector of Kuwait. Furthermore, the detailed demographic information of respondents is presented in Table 1.

Table 1. Demographic Information

Indicators		Frequency	Percentage
Age	18-24	4	1.45
	25-35	78	28.83
	36-45	96	34.90
	46-55	87	31.63
	55 and above	10	3.63
Gender	Male	174	63.27
	Female	101	36.72
Educational background	Bachelor	141	51.27
	Masters	115	41.81
	Doctorate	19	6.90
Government Sector	Health care sector	92	33.45
	Educational sector	113	41.09
	Ministry of education	70	25.45

Data Analysis

According to Saleem et al (2021), “structural equation modeling (SEM) considers to measure the evaluation of the study’s model and the structural coefficient path estimation; this statistical modeling method is widely preferred in social sciences and management sciences studies to evaluate the model’s reliability with the data” (p.6). In this regard, we used SEM to examine the direct and indirect link between person-job fit, overqualification, life satisfaction, gender discrimination, organizational commitment, task performance, and contextual performance. However, two fundamental approaches were used to perform SEM via Smart PLS software, for example (covariance-based (CB-SEM) and partial least squares (PLS-SEM)).

Prior studies confirmed that PLS-SEM approaches have maximum potential to identify the complex relationship (direct and indirect) between constructs (Hair et al., 2011). Further, it also significantly justifies the theoretical approaches. In addition, PLS techniques evaluate the research framework with “measurement model (inner) and a structural model (outer))” the highlights the clear path among latent constructs.

Measurement Model

For the current study, we used five constructs to develop a research model: overqualification, life satisfaction, person-job fit, gender discrimination, organizational commitment, and employee job performance. Additionally, we tested employees’ job performance using two dimensions (task performance and contextual performance) suggested by (Koopmans et al., 2014). However, we developed measurements indicators for all constructs adopted from previous empirical studies. For example, eight items for overqualification were adapted from (Maynard et al., 2006), five items for person-job fit (Lauver and Kristof-Brown, 2001), four items for life satisfaction (Emmons et al., 1985), five items for gender discrimination (Guttek et al., 1996), five items for organizational commitment (Meyer and Allen, 1991), eight items for contextual performance and five items for task performance were adapted from (Koopmans et al., 2014). Therefore, we modified items considering the study’s context. Thus, we used a seven-point Likert scale (1=strongly disagree, 7=strongly agree) to investigate the respondents’ actual observation of indicators.

According to Connelly (2011), Cronbach Alpha, a dominant statistical technique, applies to evaluate the items factor loading. Through this justification, we measure the reliability of all the items, which shows factor loading should be valued >0.60 . therefore, some items, i.e., four items from overqualification and one item from life satisfaction, were deleted because their Cronbach Alpha (loading) value was <0.06 . As Ab Hamid et al (2017) suggested, the researcher should delete the items if the loading value indicates >0.60 . Further Cronbach Alpha values for all items are presented in Table 2. Additionally, we used “composite reliability” (CR) and “average variance extracted” (AVE) to test the construct reliability and validity of the constructs. The acceptance level for CR should be >0.60 (Saleem et al., 2021), and the AVE acceptance value should be >0.50 . CR and AVE values of all constructs were indicated greater than acceptance values as discussed. Thus, CR and AVE values are presented in measurement items Table 2.

Table 2. Measurement Items

Indicators	Loading	α	CR	AVE
Gender Discrimination		0.737	0.823	0.582
Men are promoted faster than women in the organization	0.697			
My organization prefers to hire men.	0.697			
Men are more likely than women to do the duty with a group in my firm	0.651			
Men are more likely than women to receive a generous pay raise	0.658			
Men are more likely than women to receive favorable performance evaluations	0.762			
Life Satisfaction		0.788	0.864	0.616
In most ways, my life is close to my ideal	0.662			
Everything in my life is excellent.	0.855			
I am happy with my life.	0.830			
So far, I have gotten the important things I want in life.	0.779			
Organizational Commitment		0.743	0.83	0.596
I would be very happy to spend the rest of my career with this organization	0.708			
I enjoy discussing about my organization with people outside it	0.759			
I really feel as if this organization’s problems are my own	0.708			
I think that I could easily become as attached to another organization as I am to this one	0.593			
I do feel emotionally attached to this organization	0.742			
Over-Qualification		0.705	0.81	0.518

Indicators	Loading	α	CR	AVE
My previous training is not being fully utilized in the organization.	0.609			
I have a lot of knowledge that I do not need in order to do my job	0.772			
My education level is above the education level required by this organization.	0.680			
I have more abilities than I need in order to do my job in the organization	0.803			
Person-Job Fit		0.673	0.804	0.509
My abilities fit the demands of this job	0.663			
I have the right skills and abilities for doing this job	0.700			
My personality is a good match for this job	0.841			
I am the right type of person for this type of work	0.631			
Contextual Performance		0.933	0.946	0.686
I do not mind taking extra responsibilities	0.774			
I start new tasks myself, when my old one finish.	0.799			
I am willing to take challenges in my work tasks, whenever available	0.880			
I update my job knowledge	0.899			
I update my job skills	0.824			
I come up with creative solution to new problems	0.905			
I keep looking for new challenges in my job	0.839			
I actively participate in work meeting	0.682			
Task Performance		0.935	0.951	0.796
I manage to plan my work so that it will be done on time	0.866			
My planning to accomplish the work is optimal.	0.862			
I keep in mind the results that I have to achieve in work.	0.925			
I am able to separate main issues from side issues at my work.	0.924			
I am able to perform my work well with minimal time of effort	0.880			

Note: Cronbach Alpha (α), Composite Reliability (CR) Average Variance Extracted (AVE)

Table 3. Discriminant Validity

	CP	GD	LS	OC	OQ	PJF	TP
CP	0.828						
GD	0.136	0.694					
LS	0.180	0.245	0.785				
OC	0.528	0.297	0.378	0.705			
OQ	0.139	0.232	0.095	0.136	0.720		
PJF	0.273	0.213	0.477	0.394	-0.014	0.713	
TP	0.801	0.150	0.171	0.507	0.140	0.276	0.892

OQ= over qualification, LS=life satisfaction, PJF=person-job fit, GD=gender discrimination, OC=organizational commitment, TP=task performance, CP=contextual performance

Structural Model

We investigated the hypothetical relationship using PLS-SEM techniques via Smart PLS software. Then “Bootstrapping procedure subsamples 5000,” and t-statistic approaches were applied to interpret the hypothetical relationship between constructs. Finally, path coefficients, and coefficients of determination (R^2) were used to describe the structural model of the current study. Thereby, overall hypothetical results are presented in Table 4 and Figure 2.

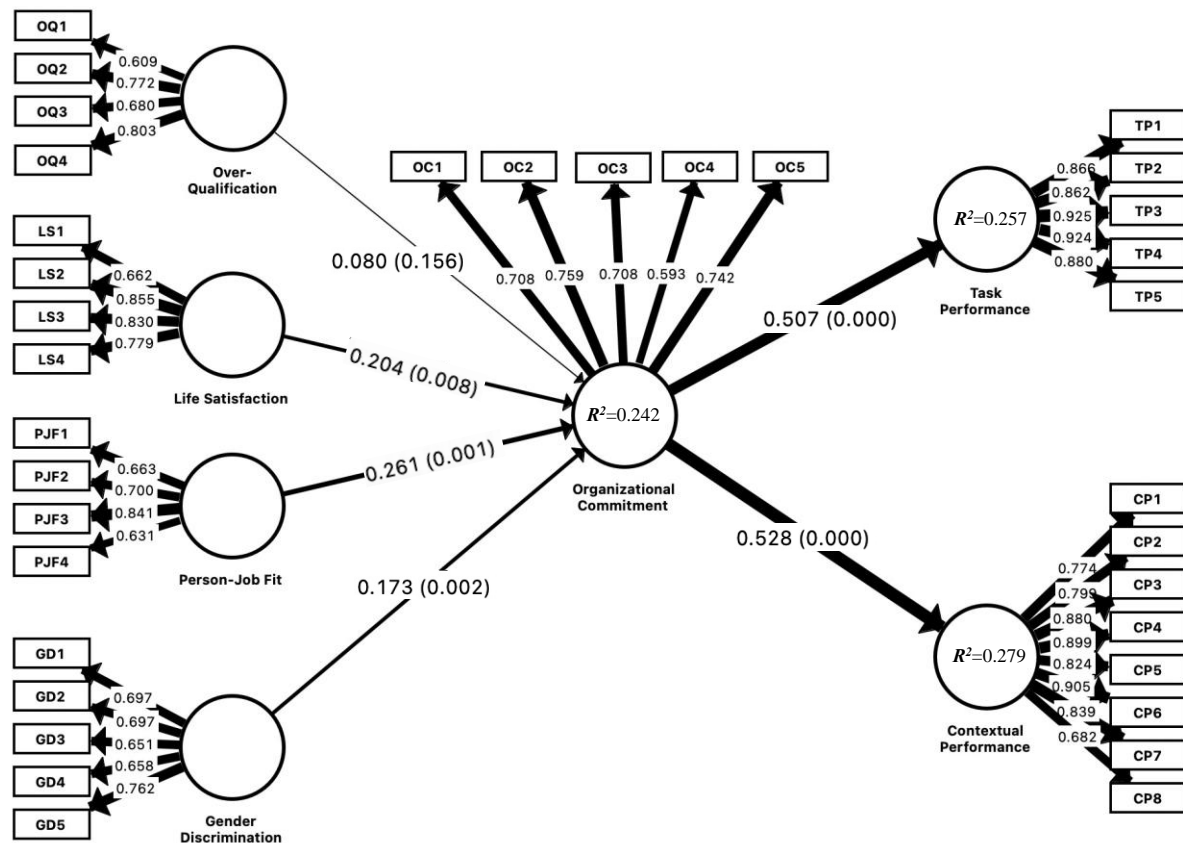


Figure 2. Research Model

Hypothesis Testing

According to Piepho (2019), coefficient of determination (R^2) is a unique way to indicate the proportion of the variance for a dependent construct predicated by independent

variables. Thus, we also used R^2 to obtain the proportion variance of organizational commitment, task performance, and contextual performance. Therefore, a bootstrapping technique was performed using sub-samples of 5000 to investigate the relationship between constructs. Hence, Tables 4 and Table 5 demonstrate the relationship between overqualification, life satisfaction, person-job fit, gender discrimination, organizational commitment, task performance, and contextual performance. Likely, Overqualification, life satisfaction, person-job fit, and gender discrimination variance explained $R^2=0.242$, $R^2=0.257$, and $R^2=0.279$ for organizational commitment, task performance, and contextual performance.

Furthermore, we found H1, H2, H3, H4, and H6 indicated a significant direct relationship between constructs, where H5 showed a non-significant relationship. In addition, H7, H8, H11, H12, H13, and H14 show organizational commitment mediates the relationship between life satisfaction, person-job fit, gender discrimination, task performance, and contextual performance. Thus, H10 and H9 showed that organizational commitment does not mediate the relationship between overqualification, task performance, and contextual performance. Moreover, we present a hypothetical relationship in Table 4 and Table 5.

Table 4. Path Coefficient

Hypothesis		Original Sample (O)	Sample Mean (M)	T-Statistics	P-Values
H1	GD → OC	0.173	0.172	3.067	0.002
H2	LS → OC	0.204	0.200	2.661	0.008
H3	OC → CP	0.528	0.532	6.151	0.000
H4	OC → TP	0.507	0.508	5.510	0.000
H5	OQ → OC	0.080	0.107	1.417	0.156
H6	PJF → OC	0.261	0.282	3.429	0.001

OQ= overqualification, LS=life satisfaction, PJF=person-job fit, GD=gender discrimination, OC=organizational commitment, TP=task performance, CP=contextual performance

Table 5. Specific Indirect Effect

Hypothesis		Original Sample (O)	Sample Mean (M)	T-Statistics	P-Values
H7	PJF → OC → CP	0.138	0.150	2.825	0.005
H9	OQ → OC → CP	0.042	0.056	1.404	0.160
H10	OQ → OC → TP	0.041	0.053	1.412	0.158
H11	LS → OC → CP	0.108	0.105	2.537	0.011
H12	GD → OC → TP	0.088	0.088	2.527	0.012
H13	LS → OC → TP	0.103	0.101	2.489	0.013
H14	PJF → OC → TP	0.132	0.144	2.729	0.006
H15	GD → OC → CP	0.091	0.092	2.590	0.010

OQ= over qualification, LS=life satisfaction, PJF=person-job fit, GD=gender discrimination, OC=organizational commitment, TP=task performance, CP=contextual performance

Discussion

This study aimed to investigate the impact of employees' internal factors, i.e., (overqualification, life satisfaction, person-job fit, and gender discrimination) and organizational commitment, on government employees' job tasks and contextual performance in Kuwait using person-job fit theory. This study found a strong and positive relationship between overqualification, life satisfaction, person-job fit, gender discrimination, organizational commitment, employee task performance, and contextual performance. Therefore, overqualification negatively impacts organizational commitment. However, the results indicated that organizational commitment mediates the relationship between life satisfaction, person-job fit, gender discrimination, task performance, and contextual performance, which suggests that organizational commitment is an essential factor that significantly builds a strong relationship between employees' personal factors' (life satisfaction, person-job fit, gender discrimination), and employees' job performance. Additionally, it highlighted that the employees' job performance is directly based on organizational commitment. Therefore, we found organizational commitment does not mediate the relationship between overqualification, task performance, and contextual performance.

Exceptionally government organizations should be more concise while creating a new job vaccine and hiring and shortlisting the applicant for a particular job position (AlAwadhi and Morris, 2008). Accordingly, as we found, person-job fit significantly impacts organizational commitment and the overall job performance of employees. Similarly, life satisfaction and gender discrimination are crucial factors influencing organizational commitment. Considering the current COVID-19 outbreak challenges, private and public organizations need to notice and develop working policies considering current factors based on the employees' life satisfaction (Purwanto et al., 2020). Hu et al (2015) concluded that a higher level of employees' life satisfaction guarantees effective job performance. However, effective job performance significantly contributes to overall firm performance and sustains competitive advantages (Pang and Lu, 2018).

Moreover, the most critical construct of this study was gender discrimination, which we highlighted a higher ratio in government organizations of Kuwait. Empirically, Mathew (2010) pointed out that the GCC countries did not generate equal opportunities for women in private and public organizations. As per our findings, gender discrimination positively impacts organizational commitment and then employees' job performance. In that support, Fisher (2016) discussed that gender discrimination is still a big challenge for most GCC countries which needs to be addressed on the border level. Government agencies should step forward and develop strategic policies to empower the women in the country. Ming-Yen and Siong-Choy (2007) highlighted that women in developed countries play an essential role in achieving organizational goals. Accordingly, De Vita et al (2014) suggested that developing countries introduce strategic policies at the national level to empower women.

Finally, we found overqualification negatively impacts organizational commitment, and it also does not impact employees' task performance and contextual performance. Our findings support an empirical study carried by (Mutlu, 2013). They found overqualification is a key factor that causes speedy turnover in an organization. It might be the higher level of qualification of employees working for the lower level of job positions or a lower level of qualification working for the higher position (Kulkarni et al., 2015; Ma et al., 2020). In this regard, the human resource management department should check an organization's needs and announce the vacant job accordingly. Thus, it is also important for the organization to

clearly define job descriptions and requirements, as it should be easy for candidates to find a reliable job. Finally, Gentilini et al (2020) identified that most government organizations' human resource managements are still using traditional hiring system, which is not capable enough to find out the "right person for the right job." Thereby, as per the current pandemic challenges, government organizations should implement a modern recruitment system that can enhance skilled human capital sources, ultimately contributing to organizations' performance.

Conclusion

In the current study, we investigated the impact of employees' internal factors, i.e., (overqualification, life satisfaction, person-job fit, gender discrimination), and organizational commitment, on government employees' task performance and contextual performance in Kuwait. Our findings indicated that life satisfaction, person-job fit, gender discrimination significantly impact organizational commitment, employees' task performance, and contextual performance in government organizations.

Based on our findings, we suggest that government organizations should develop pre and post-monitoring systems that can track employees' life satisfaction and job performance in the organization. That act can significantly minimize the turnover of employees at all levels in the organization. Similarly, they also should implement a dynamic phenomenon to assign the right job to the right person based on their skills, knowledge, experience, and education. Proper checking and awarding the promotions can ensure positive attitude and behavior of employees towards the job, which significantly enhances the performance of the organizations.

Furthermore, government organizations in Kuwait should implement a modern hiring system as it can significantly hire the right person for the right job. As evidence, government organizations need to employ skilled and experienced employees because these government institutions are leading players in the sense of the contribution of economic development (Porter, 2000; Almansoori, 2021). However, implementing of modern recruitment system is still a cultural challenge and complex for most government organizations in developing countries (Curşeu et al., 2021), which is still a contextual gap to investigate through empirical study design.

Finally, the current study got several limitations to carry out this study. First, the present study was limited to only employees working in the government of Kuwait. Thus, it lacks the generalization of findings to all government organizations around Kuwait. Therefore, future researchers suggest using the same research model to investigate employees' job performance in private organizations in Kuwait.

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