UNIVERSITI TEKNOLOGI MARA

THE EFFECTS OF PSYCHOLOGICAL AND ORGANIZATIONAL FACTORS ON CIVIL SERVANT JOB PERFORMANCE IN EAST COAST MALAYSIA: THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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MAS

September 2026

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Thesis submitted in fulfilment
of the requirements for the degree of
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ABSTRACT

The performance of civil servants remains a central concern in the Malaysian public sector, particularly within the East Coast states, where administrative capacity, resource limitations, and evolving service expectations continue to shape organisational effectiveness. This quantitative cross-sectional survey aims to examine the determinants of job performance among federal and state civil servants in Kelantan, Terengganu, and Pahang. Focusing specifically on job satisfaction, job commitment, transformational leadership behaviour, and employee empowerment, the study assesses the mediating role of perceived organizational support (POS). A total of 360 questionnaires were distributed online via Google Forms, and 302 usable responses were analyzed using Structural Equation Modelling (SEM) with AMOS. The findings reveal that all four antecedents significantly influence job performance, with POS emerging as a key psychological mechanism that substantially strengthens these effects. The results indicate that civil servants perform better when they perceive organisational support and recognition, suggesting that supportive environments are essential in enhancing work outcomes across East Coast agencies. This study contributes to ongoing efforts to strengthen public-sector human resource management and offers insights to guide future strategic interventions to improve civil service performance.

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LIST OF SYMBOLS

Symbols

a	Direct Influence Of The Independent Variable On The Mediating Variable
ab	Indirect Effect
α	Cronbach's Alpha (Reliability Coefficient)
b	Direct Influence Of The Mediating Variable On The Dependent Variable
β	Standardized Path Coefficient / Beta Value
c	Total Effect / Total Path
c'	Direct Influence Of The Independent Variable On The Dependent Variable
χ^2	Chi-Square
df	Degree Of Freedom
N	Total Sample Size
n	Frequency / Sample Size Of A Specific Group
p	Significance Level / Probability Value
ρ	Significance Value (Used In Bartlett's Test Of Sphericity)

LIST OF ABBREVIATIONS

Abbreviations

AMOS	Analysis Of Moment Structures
AVE	Average Variance Extracted
CB-SEM	Covariance-Based Structural Equation Modeling
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Composite Reliability
CWB	Counterproductive Work Behavior
DOSM	Department Of Statistics Malaysia
DV	Dependent Variable
ECER	East Coast Economic Region
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
GFI	Goodness-Of-Fit Index
GTP	Government Transformation Programme
HPWPs	High Performance Work Practices
HR	Human Resources
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
IT	Information Technology

IV	Independent Variable
IWP	Individual Work Performance
IWPQ	Individual Work Performance Questionnaire
JPA	Jabatan Perkhidmatan Awam (Public Service Department)
JSS	Job Satisfaction Survey
KMO	Kaiser-Meyer-Olkin
KPI / KPIs	Key Performance Indicator(S)
LDCs	Least Developed Countries
LKAN	Laporan Ketua Audit Negara (Auditor General's Report)
LNPT	Laporan Nilaian Prestasi Tahunan (Annual Performance Appraisal Report)
MIDA	Malaysian Investment Development Authority
MLQ	Multifactor Leadership Questionnaire
MyPsyD	Mental Health Psychological Screening System
NFI	Normed Fit Index
OCB	Organizational Citizenship Behavior
OECD	Organization For Economic Co-Operation And Development
PCA	Principal Component Analysis
PES	Psychological Empowerment Scale
PIC	Person In Charge
PLS-SEM	Partial Least Squares Structural Equation Modeling
POS	Perceived Organizational Support

PSC	Public Service Commission
PSDP	Public Sector Digitalization Strategic Plan
RKB	Reformasi Kerenah Birokrasi
RMSEA	Root Mean Square Error Of Approximation
RO	Research Objective
RQ	Research Question
SD	Standard Deviation
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SOP	Standard Operating Procedure
SPOS	Survey Of Perceived Organizational Support
SPSS	Statistical Package For The Social Sciences
TLI	Tucker-Lewis Index
UiTM	Universiti Teknologi Mara
VUCA	Volatile, Uncertain, Complex, And Ambiguous

CHAPTER 1
INTRODUCTION

1.1 Research Background

Job performance refers to how well employees carry out tasks outlined in their job descriptions, meeting or exceeding expectations through the execution, quantity, and quality of their work (Campbell, 1990; Viswesvaran & Ones, 2000; Motowidlo, Borman, & Schmit, 1997). In the Malaysian civil service, job performance is evaluated through formal mechanisms such as the Annual Performance Appraisal Report (LNPT) and Key Performance Indicators (KPIs), which assess productivity, service delivery quality, and adherence to ethical standards (Public Service Department Malaysia, 2024). Human resource management practices in Malaysian public organizations link these performance appraisals to critical career outcomes, including salary increments, promotions, and development opportunities (Abdul Ghani Azmi et al., 2022; Jabatan Perkhidmatan Awam, 2024). Beyond administrative metrics, the effective performance of public service is essential for establishing stable economies, maintaining effective leadership, and ensuring the flourishing of local communities (Enyichukwu et al., 2023).

Global trends from 2020 to 2024 indicate that the efficacy of public service jobs has improved remarkably due to technological advancements and governance shifts (Bjerde & Demirgüç-Kunt, 2021). While developed nations have achieved high efficiency through e-Governance and digital transformation, developing nations continue to grapple with bureaucratic rigidity, limited innovation, and human capital constraints (OECD, 2025). Within this global framework, Malaysia has initiated significant efforts to modernize its public service. However, despite these national-level modernization agendas, the effectiveness of service delivery remains inconsistent across different states.

The East Coast region, specifically Kelantan, Terengganu, and Pahang, has increasingly become a focal point for concerns regarding civil servant performance and behavioral challenges. Unlike urban administrative centers that have transitioned quickly to digital-first models, public administration on the East Coast faces persistent governance hurdles that affect the daily output of civil servants. Recent evidence

suggests that these issues are not isolated but reflect systemic vulnerabilities within the regional organizational environment. For instance, in February 2025, a significant number of civil servants were flagged via the MyPsyD psychological health screening as being at high risk for mental health issues such as depression, anxiety, and substance abuse (The Star Online, 2025; Malay Mail, 2025). The concentration of these psychological stressors in regional offices indicates that the current working environment in the East Coast may be failing to provide the support systems necessary to maintain a productive workforce (Latiff, 2009; Azizan et al., 2024).

A series of documented cases of professional misconduct has also tested the integrity of the public service in these states. In Terengganu, multiple civil servants were remanded over suspected bribery and the abuse of power in land-deal applications, highlighting a critical failure in internal oversight (The Star Online, 2025). Similarly, in Pahang, civil servants were remanded for false claims, further demonstrating a culture of non-compliance that directly undermines the accountability goals of the LNPT and KPI systems (The Star Online, 2025). These ethical breaches are compounded by frequent disciplinary issues, such as absenteeism, unauthorized leave, and the use of fake sick notes, which remain among the top offenses flagged by the Chief Secretary (Malay Mail, 2025; Malaysiakini, 2025). Other instances of misconduct, such as the misuse of travel claims and unauthorized public statements, suggest that current disciplinary measures are insufficient to curb behavioral lapses (Alagesh, 2025; Malaysiakini, 2025).

These repeated ethical, procedural, and behavioral breaches indicate that the existing performance management models are struggling to maintain efficacy on the East Coast. When civil servants engage in absenteeism or ethical misconduct, the impact extends beyond the individual to the organizational fabric, eroding public trust and diminishing institutional capacity. The persistence of these issues across Pahang, Kelantan, and Terengganu implies that structural reforms, such as merely updating appraisal forms, are inadequate. Performance enhancement in the Malaysian public sector requires more than structural adjustments; it depends on strengthening individual and organizational factors that influence daily work behaviors. There is a clear need to investigate why these systems are failing to foster a high-performance culture in this specific region.

The significance of this study lies in its focus on the administrative realities of East Coast Malaysia. Previous research has often prioritized national-level samples or focused on more industrialized states, leaving a gap in understanding how psychological and organizational determinants apply to civil servants in Kelantan, Terengganu, and Pahang. By shifting the focus to this region, this research aims to bridge the divide between top-down policy mandates and the ground-level experiences of civil servants. Identifying the root causes of these behavioral and performance deficits will allow for the development of evidence-based recommendations for policymakers and human resource managers, ultimately fostering a more resilient, committed, and ethically sound public sector workforce in the East Coast.

1.2 Problem Statement

The performance of civil servants in Malaysia remains a critical subject of national scrutiny, continuing to draw significant attention despite decades of extensive reform initiatives aimed at enhancing public sector efficiency, accountability, and responsiveness. Over the years, the government has implemented major strategic interventions, including the Electronic Government (e-Government) initiative, the Government Transformation Programme (GTP), and the Human Resource Transformation Strategy (2023–2027). Most recently, the government introduced the Public Service Reforms Roadmap (2024–2030) and the Reformasi Kerenah Birokrasi (RKB) circular in late 2024, explicitly designed to dismantle bureaucratic red tape and accelerate service delivery (JPA, 2024; BERNAMA, 2025). These reforms were designed to strengthen organizational practices, digitize work processes, and improve service outcomes.

However, despite these high-level policy frameworks, translating policy into grassroots performance remains problematic. Persistent performance issues persist, continuing to plague government agencies and creating an evident gap between the government's strategic intent and the actual service experience of the public. Recent audits and media reports indicate ongoing challenges, including slow service delivery, bureaucratic bottlenecks, delays in processing applications, inconsistent compliance with service standards, absenteeism, weak supervisory practices, and repeated integrity violations (Auditor General's Report, 2024; PSC, 2023). For instance, the Auditor

General's Report (LKAN) 2024 highlighted significant inefficiencies and leakages in project management amounting to millions of Ringgits, attributing these failures largely to human error, negligence, and a lack of urgency among responsible officers (Jabatan Audit Negara Malaysia, 2024). Furthermore, statistics from the Public Complaints Bureau continue to show that a majority of public complaints are directed at the quality of counter services and the responsiveness of officers (Public Complaints Bureau, 2023). These recurring issues suggest that the intended improvements in employee behavior, productivity, and service quality have not been fully realized, highlighting the need for a deeper examination of the underlying factors contributing to civil servant performance.

This systemic friction is most pronounced in the East Coast states of Kelantan, Terengganu, and Pahang. Recent empirical and investigative data reveal alarming behavioral, psychological, and integrity breakdowns among civil servants in this region. For example, in February 2025, nearly 44,901 civil servants were flagged via the MyPsyD psychological health screening as being at high risk of mental health issues such as depression, anxiety, and substance abuse (The Star Online, 2025; Malay Mail, 2025). In Terengganu, a civil servant was remanded over a suspected RM50,000 bribe (The Star Online, 2025). Another case in Terengganu involved a state civil servant being remanded for allegedly abusing power in land-deal applications (The Star Online, 2025). In Pahang, a state civil servant was remanded in January 2025 for false claims amounting to RM10,000 (The Star Online, 2025). In addition to bribery and abuse-of-power cases, civil servants have faced disciplinary issues, including absenteeism, unauthorized leave, and the use of fake sick notes, which remain among the top offenses flagged by the Chief Secretary (Malay Mail, 2025). Other misconduct cases include a civil servant remanded over false hotel-stay claims (Alagesh, 2025) and instances of civil servants disciplined for unauthorized public statements (Malaysiakini, 2025)

The persistence of these issues is not merely a matter of administrative procedure but signals a deeper crisis in the organizational behavior of the public workforce. While structural reforms address the "hardware" of the public service (systems and regulations), they often fail to address the "software," which is the psychological and organizational factors that drive individual employee performance. Research increasingly indicates that these performance challenges are not solely the result of systemic or administrative weaknesses but are also influenced by internal organizational and psychological factors (Alias et al., 2020; Yusuff & Shokory, 2025).

Several studies have highlighted concerns related to declining job satisfaction, reduced organizational commitment, and the prevalence of ineffective or non-transformational leadership styles within the public sector (Al-Yahyaee & Mohamad, 2021; Nordin & Kamil, 2021). Compounding these integrity and behavioral crises, public sector operational roles are currently plagued by unprecedented workload strain. Recent empirical research by Mansor et al. (2023) and Elghadi et al. (2024) within the Malaysian civil service confirms that escalating job demands severely outweigh existing motivational resources, leading to frontline emotional exhaustion. In the East Coast agencies, where manual administrative workarounds are frequently required due to localized digital infrastructure gaps (DOSM, 2024), officers experience amplified role conflict.

In the Malaysian context, leadership remains a disputed variable. While Transformational Leadership is theoretically advocated for its emphasis on inspiration, vision, motivation, and employee development, its practical application in the Malaysian public sector is often hindered by rigid hierarchical structures. Transformational leadership has been shown to be critical in driving high performance by fostering a sense of ownership among employees. However, empirical evidence suggests that its presence remains inconsistent across public organizations, where transactional or passive leadership styles often prevail (Al-Yahyaee & Mohamad, 2021). When leaders fail to inspire or articulate a clear vision, civil servants are left to navigate complex bureaucracies without clear direction, leading to role ambiguity and disengagement. In addition, many civil servants report limited empowerment, characterized by low autonomy, minimal involvement in decision-making, underutilization of skills, and restricted opportunities for professional growth. When such organizational conditions prevail, employees may show low engagement, reduced motivation, minimal effort on work behaviors, and diminished commitment to performance excellence (Novruzov, 2024).

The significance of these performance and organizational challenges is significantly amplified when examined through the lens of regional disparity. The issues are further amplified in the East Coast states of Kelantan, Terengganu, and Pahang, which face long-standing development and structural challenges. Unlike the highly urbanized and industrialized West Coast (e.g., Kuala Lumpur, Selangor, Penang), these states are officially categorized as less-developed regions that continue to experience disparities in infrastructure, economic capacity, and public-service resourcing (Ministry

of Economy, 2023; MIDA, 2022). The East Coast Economic Region (ECER) continues to fall behind in its contribution to the national GDP compared to the central region, creating an environment where public agencies must operate with tighter budgets and older facilities. This regional inequality is particularly distinct in the digital divide. The region faces documented gaps in digital infrastructure, with national assessments by the Department of Statistics Malaysia (DOSM) highlighting uneven internet connectivity and slower uptake of digital technologies, particularly in rural districts within these states (DOSM, 2024; OECD, 2024). In the public sector, the Mid-Term Review of the Twelfth Malaysia Plan further reports low adoption of digital systems, resource constraints in maintaining public-sector infrastructure, and slow progress in implementing modern administrative technologies in less urbanized states (Ministry of Economy, 2023).

However, while these structural limitations provide the operational backdrop, they cannot justify active integrity violations, disengagement, or poor task execution. Therefore, minimizing the over-reliance on infrastructural excuses, this study argues that the root cause of declining civil servant performance lies in the degradation of key internal psychological variables. Consequently, this study deliberately selects specific antecedents to address these issues. Job satisfaction is examined because civil servants operating under high public scrutiny frequently experience counter-service burnout (Mohammed, 2024). Organizational commitment is selected because public sector delivery requires an internalized loyalty to sustain extra-role service (Abbas & Ahmed, 2023). Transformational leadership is tested by examining how inspirational leadership operates within bureaucracy, as this is necessary to address widespread employee disengagement (Ayandibu, 2024). Finally, employee empowerment is included because restricted task autonomy is a primary catalyst for diminished public sector morale (Abdul Ghani Azmi & Hashim, 2021).

Theoretically, the problem extends beyond the lack of context, involving a lack of understanding regarding the mechanisms of performance. Although a considerable literature has explored the individual roles of job satisfaction, organizational commitment, leadership, and empowerment in shaping employee performance, most studies examine these variables independently (Noor et al., 2023; Yusuff & Shokory, 2025). As a result, there is an inadequate understanding of how these factors jointly and interactively influence the performance of civil servants. More importantly, the influence of Perceived Organizational Support (POS), which is employees' belief that

their organization values their contributions and cares about their well-being, remains underexplored.

Grounded in Social Exchange Theory (SET), this study argues that POS acts as a vital mediating bridge. In the context of the East Coast, where physical resources and financial rewards may be limited, the intangible support provided by the organization, in the form of care and validation, becomes the most crucial determinant of performance. Under SET principles, when an agency demonstrates high POS, it triggers a strong psychological norm of reciprocity, converting an employee's baseline satisfaction, commitment, leadership, and empowerment into high-level job performance (Eisenberger et al., 2020; Foo et al., 2025).

Therefore, the central problem addressed in this study is the limited empirical understanding of civil servant performance in the East Coast of Malaysia and the insufficient explanation of how organizational and psychological factors interact to influence that performance. Consequently, this study is formulated to address three distinct literature gaps. Firstly, the literature's contextual gap, which exhibits a heavy "Putrajaya-centric" bias, largely ignores the unique dual Federal-State administrative reality of less-developed East Coast states (Amran et al., 2021). Next is the empirical gap, which prior research has over-relied on testing direct relationships, leaving the indirect mechanisms through which workplace attitudes convert into performance behavior statistically unverified in the Malaysian public sector. Lastly, there is a theoretical gap: a notable scarcity of research applying Social Exchange Theory to position POS as a mediator linking multidimensional psychological inputs to public sector job performance.

Without this understanding, efforts to improve public service on the East Coast may continue to rely on generic, "one-size-fits-all" strategies that fail to ignite the necessary behavioral changes. This study addresses the research gap by assessing the level of civil servant performance on the East Coast and examining how key organizational factors and perceived organizational support contribute to shaping that performance.

1.3 Research Objectives

a) To identify the level of civil servant job performance in East Coast, Malaysia.

b) To investigate the influence of job satisfaction, job commitment, transformational leadership, and employee empowerment on civil servant job performance in East Coast, Malaysia.
c) To explore the mediating influence of perceived organizational support on the relationships between job satisfaction, job commitment, transformational leadership, employee empowerment, and civil servant job performance in East Coast, Malaysia.

1.4 Research Question

i) What is the level of civil servant job performance in East Coast, Malaysia?
ii) Do job satisfaction, job commitment, transformational leadership, and employee empowerment influence civil servant job performance in East Coast, Malaysia?
iii) Does perceived organizational support mediate the relationships between job satisfaction, job commitment, transformational leadership, employee empowerment, and civil servant job performance in East Coast, Malaysia?

1.5 Scope of Study

This study is limited to examining the relationship between job satisfaction, commitment, leadership behavior, employee empowerment, perceived organizational support, and job performance within Malaysia's public sector. The focus is specifically targeting civil servants in the East Coast states of Kelantan, Terengganu, and Pahang. The public sector's unique governance under local government administration distinguishes it from the private sector, resulting in distinct work cultures and environments (Jo, 2025).

The selection of respondents was conducted through a multi-stage sampling technique to ensure representation from various government levels and agencies within the East Coast region. To be eligible for this study, respondents must meet specific inclusion criteria under a purposive sampling method. First, participants must be civil servants currently employed in the public sector in Kelantan, Terengganu, or Pahang, and they must be based in the East Coast region to align with the study's regional focus.

Regarding employment affiliation, the sample is structured to be equally divided into two categories: half (180) must be federal government civil servants, and the other

half (180) must be state government civil servants. Furthermore, departmental representation is required, where participants must belong to departments or agencies representing local administration, statutory bodies, or local authorities. Finally, the study ensures role and position diversity by requiring respondents to represent various organizational levels, from frontline staff and middle management to senior leadership.

Overall, the scope of this study is deliberately bounded to ensure that the investigation remains focused on the organizational factors and support mechanisms influencing civil servant performance in the East Coast of Malaysia.

1.6 Significance of the Study

This study offers several important contributions at the policy, organizational, employee, and societal levels. By examining how job satisfaction, job commitment, transformational leadership, employee empowerment, and perceived organizational support influence civil servant performance on the East Coast, the research addresses a significant gap in the public sector performance literature in Malaysia.

1.6.1 Government and Local Government

The findings of this study provide evidence-based insights that can guide national and state policymakers in strengthening public sector reform initiatives. By identifying the organizational and psychological factors that significantly influence civil servant performance, the research helps policymakers design more targeted and context-sensitive strategies for improving service delivery, particularly in regions facing administrative and developmental constraints such as Kelantan, Terengganu, and Pahang.

The study also contributes to enhancing human resource management (HRM) policies within the civil service. Insights into the roles of job satisfaction, organizational commitment, leadership behavior, empowerment, and organizational support can inform the development of more effective training programs, leadership development initiatives, performance management systems, and employee support mechanisms. These contributions align with ongoing national efforts to modernize the public sector and build a more competent, motivated, and high-performing civil service.

Beyond administrative improvements, the study has broader socio-economic implications. Strengthening civil servant performance contributes to more efficient public service delivery, improved citizen satisfaction, and higher trust in government institutions. In the long term, such improvements support better resource allocation, governance stability, and enhanced regional development, particularly in the East Coast, where public agencies play a critical role in delivering essential services.

1.6.2 Top Management and Public Sector Leaders

For public sector managers and leaders, this study offers practical guidance on how to cultivate a work environment that supports high levels of employee performance. By highlighting the influence of transformational leadership and employee empowerment, the study underscores the importance of leadership behaviors that inspire, motivate, and engage employees. Managers can use these insights to adopt leadership practices that promote autonomy, professional growth, and meaningful involvement in organizational decision-making.

Furthermore, the study emphasizes the critical role of Perceived Organizational Support (POS) as a mechanism that enhances the effects of key organizational factors on performance. This provides leaders with a clearer understanding of how supportive organizational policies, recognition, communication, and welfare initiatives can strengthen employee motivation and commitment. Through these insights, managers can develop more effective internal support systems that sustain employee morale and drive better performance outcomes.

1.6.3 Civil Servants

For civil servants, the study offers insights into how individual perceptions of satisfaction, commitment, empowerment, and organizational support shape their job performance. By understanding these relationships, employees may better recognize the factors that contribute to positive work experiences and improved performance outcomes. The findings can also inform the development of supportive HR practices that enhance employee well-being, promote fair treatment, and promote a more engaging and fulfilling work environment for civil servants in the East Coast.

1.6.4 Civil Servant Clients

As civil servants play a central role in delivering public services, improved job performance directly benefits the citizens and communities they serve. Higher performance levels can result in faster service delivery, improved responsiveness, greater reliability, and higher levels of public satisfaction. Clients of public services in the East Coast who may already face disparities in access to administrative resources stand to gain from better service efficiency and a more motivated and supportive public workforce.

1.6.5 Malaysian Society

On a broader scale, the study contributes to societal well-being by supporting the development of a more effective and accountable public sector. Public trust in government institutions is closely linked to the quality of civil service performance. By offering evidence-based recommendations to improve job performance, this study indirectly contributes to strengthening governance, enhancing the credibility of public institutions, and promoting equitable development across regions. The findings also support national aspirations for a high-performing civil service that can meet the needs of a rapidly evolving society.

1.6.6 Body of Knowledge

This study makes a significant contribution to the body of knowledge in three key ways. Firstly, to develop an integrated model by examining job satisfaction, job commitment, transformational leadership, employee empowerment, and civil servant performance together. Existing Malaysian studies often assess these variables separately, and this study provides a more comprehensive understanding of how they mutually influence performance.

Next, the study advances theory by testing Perceived Organizational Support (POS) as a mediating variable. POS has been examined primarily in the private sector or Western contexts, and limited research has explored its mediating role in the Malaysian public sector. This study, therefore, strengthens the application of Social

Exchange Theory and organizational support concepts within a civil service environment.

Lastly, by focusing on civil servants in the East Coast region, the study addresses a geographical gap in public sector research. Most prior studies concentrate on the West Coast or urban administrative settings in Malaysia. This study provides region-specific empirical evidence and expands the theoretical understanding of how organizational behavior constructs operate across developmentally diverse contexts.

1.7 Conceptual and Operational Definition

The proposed study aims to gain a comprehensive understanding of the relationships among perceived organizational support, job satisfaction, job commitment, leadership behavior, employee empowerment, and job performance in the Malaysian public sector. To ensure clarity and consistency throughout this study, each key variable is defined both conceptually and operationally. The conceptual definition provides the theoretical meaning of the construct based on existing literature. In contrast, the operational definition specifies how the construct is measured and quantified within the context of this research (Saunders et al., 2023). This distinction is vital for ensuring the study's construct validity and for future replication (Creswell & Creswell, 2023). A conceptual definition establishes the abstract boundaries of a variable, whereas the operational definition translates these abstractions into observable, measurable indicators that can be analyzed empirically (Bryman & Bell, 2022). This will be achieved by precisely defining these concepts both operationally and conceptually.

1.7.1 Perceived Organizational Support (POS)

In this study, Perceived Organizational Support (POS) is defined as civil servants' perceptions of how much their respective government agencies value their contributions and care for their well-being (Stinglhamber & Caesens, 2020; Sharma, 2020). Elements such as equitable compensation, participatory decision-making, supportive supervisors, and favorable job conditions within the public sector contribute to this perception. POS in this study is measured using five items adapted from the Survey of Perceived Organizational Support (SPOS) by Eisenberger et al. The items

assess the civil servants' perceptions of organizational appreciation, support, concern for satisfaction, and recognition of accomplishments (Jebb, 2020; Musdalifah et al., 2022).

1.7.2 Job Satisfaction

Job satisfaction refers to an employee's emotions and attitudes toward their work, measuring the alignment between workplace reality and expectations (Alrefaei, 2020). Influenced by psychological, developmental, and financial factors, job satisfaction fosters personal well-being and organizational productivity. It is pivotal to improving workplace dynamics and enhancing employees' overall satisfaction and performance (Cebotari, 2022; Purbey, 2020). Job satisfaction is measured using five items adapted from Spector's (1997) Job Satisfaction Survey (JSS). The items assess satisfaction with the work environment, available resources, skill utilization, salary and benefits, and fairness of rewards.

1.7.3 Job Commitment

Job commitment is defined as employees' emotional attachment and loyalty to their organization, encompassing affective, normative, and continuance dimensions (Meyer & Allen, 1991). Affective commitment reflects emotional involvement, normative commitment stems from a sense of obligation, and continuance commitment is influenced by the perceived cost of leaving (Motsaathebe & Molefi, 2025). This construct is integral to organizational success across sectors (Al-Amin Abdel-Hameed Abouseada et al., 2023). Job commitment is measured using Meyer and Allen's Three-Component Organizational Commitment Scale. The items capture emotional attachment, perceived costs of leaving, and moral obligation to remain with the organization.

1.7.4 Transformational Leadership Behavior

Transformational leadership behavior involves inspiring and motivating employees through innovative and supportive actions. This leadership style emphasizes creativity, self-confidence, and autonomy to drive organizational success (Bass, 1985; Chiș-Manolache, 2022). It is commonly measured using the Multifactor Leadership Questionnaire (MLQ), which evaluates leadership styles including transformational, transactional, and laissez-faire (Bass & Avolio, 1995). The items assess the supervisor's ability to communicate vision, encourage innovation, motivate employees, and support long-term improvement.

1.7.5 Employee Empowerment

In the context of organizational dynamics, employee empowerment refers to employees' perception of autonomy, competence, meaning, and ability to influence work outcomes. It involves granting employees the authority, discretion, and confidence to make decisions and contribute to organizational goals (Conger & Kanungo, 1988). Employee empowerment will be assessed objectively using a scale similar to the Psychological Empowerment Scale (PES). The items assess meaningfulness of work, confidence in one's ability, autonomy in task execution, and perceived control over work decisions (Spreitzer, 1995).

1.7.6 Job Performance

Job performance is defined as employees' effectiveness in carrying out tasks that contribute to organizational goals. It consists of task performance (technical duties) and contextual performance (behaviors that support the organizational environment) (Brandão & Jordão, 2011; Tsui, 1998). Job performance is measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). The items assess accuracy in task completion, quality of work, helping behavior, initiative, and constructive handling of work-related issues. Higher scores indicate higher self-reported job performance, consistent with the performance expectations and behavioral indicators used in the Malaysian public sector.

1.8 Organization of the Chapter

The paper is structured to address the research objectives in a systematic manner, with each section building upon the previous one to ensure a logical progression of knowledge. The first chapter introduces the study by presenting the background, problem statement, research questions, research objectives, significance of the study, scope of the study, and key conceptual and operational definitions. This chapter establishes the contextual framework by assessing the significance of the research in the Malaysian public sector and highlighting the existing gap in the literature, particularly among civil servants in the East Coast states of Pahang, Kelantan, and Terengganu. The chapter concludes by outlining the thesis's organization to guide readers through its overall structure.

Chapter Two reviews the literature on job performance, job satisfaction, organizational support, leadership, and employee empowerment in the public sector. This chapter examines the theoretical underpinnings of the study, focusing on Social Exchange Theory (SET) and Organizational Support Theory (OST). It synthesizes prior empirical findings, clarifies key constructs, and develops the study's theoretical and conceptual framework. The chapter identifies limitations in previous studies and establishes the research gap that this study seeks to address, particularly within the context of East Coast civil servants.

Moving on, Chapter Three describes the research methodology adopted in this study. It details the research design, population, sampling strategy, measurement instruments, data collection procedures, and data analysis techniques. A multi-stage sampling approach is described to ensure adequate representation of civil servants from federal and state agencies in the East Coast region. The chapter outlines the use of SPSS for preliminary analyses and AMOS for Structural Equation Modeling (SEM), which is used to test the measurement and structural models, as well as the mediating effect of Perceived Organizational Support (POS). Ethical considerations, including confidentiality, voluntary participation, and informed consent, are also thoroughly addressed to ensure compliance with research ethics.

Following this, the data analysis results will be presented in Chapter Four. This chapter includes descriptive statistics, reliability and validity assessments, measurement model evaluation, and structural model testing. Goodness-of-fit indices for the SEM model are reported, followed by the results of hypothesis testing. The findings are

interpreted in relation to the research questions, highlighting the relationships among job satisfaction, job commitment, transformational leadership, employee empowerment, perceived organizational support, and job performance.

The final chapter, Chapter Five, discusses the findings in relation to the existing literature and theoretical framework. It elaborates on the theoretical, practical, and policy implications of the study, with particular emphasis on improving public sector performance in the East Coast region of Malaysia. This chapter also presents recommendations for practice, identifies the limitations of the study, and proposes directions for future research. By following this structured approach, the thesis aims to provide a comprehensive understanding of the organizational factors influencing civil servant performance in Malaysia and contribute to the enhancement of public sector effectiveness.

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

This chapter lays the groundwork for the research by undertaking a comprehensive review of several established ideas related to employee performance in the Malaysian public sector. Presenting previous academic studies is beneficial for suggesting potential areas of study that require further investigation, thereby enhancing our understanding of the aspects that impact work performance. Hence, this study employs Social Exchange Theory (SET) as the primary theoretical framework to investigate the correlation between job satisfaction, job commitment, transformational leadership behavior, employee empowerment, and perceived organizational support (POS), and whether these factors influence job performance among civil servants on the East Coast of Malaysia. Organizational Support Theory conceptually informs POS, but the overall explanatory logic of the model is grounded in SET.

2.2 Job performance

This section explores the concept of job performance, which serves as the primary dependent variable of this study. The following subsections will examine the foundational definitions of the construct, its underlying dimensions, and its critical significance within the context of public sector organizations.

2.2.1 Definition of Job Performance

Job performance is a fundamental element of organizational success and refers to the behaviors, actions, and contributions of employees that support organizational goals (Campbell & Wiernik, 2015). Although definitions vary across fields, they often encompass task performance, contextual performance, and adaptive performance (Szara et al., 2017). Campbell proposed a model that provides a comprehensive framework for assessing performance (Campbell & Wiernik, 2015). Linden et al. (2017) highlight that performance may encompass both behavior-based indicators and measurable outcomes.

Job performance is influenced by a variety of elements, including personal characteristics, shift work, stress levels, social support, interpersonal connections, leadership, and company culture. Personality tests are frequently used in the recruitment process because of their ability to predict job success (Linden et al., 2017). The significance of job performance remains substantial and continues to be a subject of research in several domains, particularly in service-oriented sectors (Campbell & Wiernik, 2015; Szara et al., 2017). In a more recent study, Noor et al. (2024) highlighted that job autonomy plays a critical mediating role in shaping performance outcomes, particularly in complex, resource-constrained work environments.

In the public sector, job performance holds heightened societal importance due to its direct impact on service delivery, citizen satisfaction, and institutional credibility. The efficiency and effectiveness of government services, as well as the overall performance of governmental bodies, are directly influenced by the job performance of public sector employees (Ahmad et al., 2021). Malaysian public administration research notes that civil service performance is shaped by bureaucratic processes, service delivery demands, rigid regulatory procedures, and KPI-driven evaluation structures that differ substantially from the private sector (Jabatan Perkhidmatan Awam [JPA], 2024). These KPIs include timeliness of service, accuracy of documentation, citizen responsiveness, and compliance with administrative requirements. Recent qualitative work in Malaysia's public sector shows that job satisfaction and performance among civil servants are strongly influenced by leadership support, recognition, project success, and workload pressures (Mohd Yusuff & Mohd Shokory, 2025).

Moreover, evidence from larger-sample quantitative studies also demonstrates that job performance in the Malaysian public service is closely related to job demands, leadership, and motivational factors. For instance, Ahmad et al. (2025) found that high job demands significantly increased work stress among public servants and compromised performance, while transformational leadership alone was insufficient to offset this pressure. Foo et al. (2025) further showed that empowerment, job satisfaction, and adequate compensation enhance motivation, which in turn significantly improves job performance among public sector employees.

Taken together, recent research demonstrates that job performance in Malaysia's public sector is shaped by a complex interplay of organizational, psychological, and structural factors, including satisfaction, motivation, leadership, job

demands, and empowerment (Mohd Yusuff & Mohd Shokory, 2025; Ahmad et al., 2025; Foo et al., 2025). These findings highlight the need for integrated frameworks that consider both individual-level and organizational-level determinants to strengthen civil servant performance, especially in the context of ongoing administrative reforms. Therefore, public sector organizations are advised to implement strategies that promote these components to ensure optimal employee job performance (Paais & Pattiruhu, 2020; Modise, 2023).

2.3 Model of Job Performance and Dimensions

This section outlines the theoretical framework that underpins this study, followed by the performance dimensions used to operationalize the dependent variable, which is civil servant job performance. The discussion integrates both conceptual and measurement perspectives to provide a comprehensive foundation for the research.

2.3.1 Conceptualizing Job Performance

Job performance is of great significance in the field of industrial or organizational psychology. Distinguished scholars such as Austin and Villanova (1992), Campbell (1990), Murphy and Cleveland (1995), and Schmidt and Hunter (1992) have conducted extensive studies on this topic. Personnel selection involves the careful identification and selection of individuals who are more likely to demonstrate exceptional work performance, in contrast to those who are not chosen. Multiple training programs have been created to improve job performance. Evaluating individuals' aptitudes and limitations is essential for developing effective training programs and making informed decisions about job placements (Guion, 1998). Within the public sector, job performance is closely tied to institutional accountability, efficient service delivery, and public trust. Accordingly, an understanding of both the determinants and dimensions of performance is critical for civil service reform, particularly in regions such as the East Coast of Malaysia, where public service plays a strategic role in regional development.

2.3.2 Underpinning Theory: Social Exchange Theory (SET)

The underpinning theory selected to frame this study is the Social Exchange Theory (SET). Originally developed by Homans (1958) and expanded by Blau (1964), SET posits that social behavior is the result of an exchange process, driven by the core principle of reciprocity (Gouldner, 1960). According to SET, when individuals receive economic or socioemotional resources from their organization, they feel an inherent obligation to repay the organization in kind.

SET perfectly aligns with the conceptual framework of this study. In the context of the Malaysian civil service, psychological factors (job satisfaction and job commitment) and organizational factors (transformational leadership and employee empowerment) act as positive resources provided to or experienced by the employees. When civil servants experience supportive leadership and feel empowered and satisfied, it signals to them that the organization values their contributions and cares for their well-being, thereby establishing high Perceived Organizational Support (POS). Driven by the norm of reciprocity as dictated by SET, civil servants will feel obligated to "repay" the government agency. This repayment manifests through increased discretionary effort, adherence to public service goals, and ultimately, higher Job Performance. Therefore, SET justifies not only the direct relationships between the independent and dependent variables but also perfectly explains the mediating mechanism of POS.

2.4 Dimension of Job Performance

While a macro-level understanding of performance determinants is necessary, the present study adopts the Individual Work Performance (IWP) model by Koopmans et al. (2013) to define and measure job performance at the behavioral level. According to Koopmans et al. (2013), individual job performance comprises four distinct yet interrelated dimensions: task performance, contextual performance, adaptive performance, and counterproductive work behavior. However, in this study, only the positive behavioral dimensions, namely task, contextual, and adaptive performance, are included in the measurement instrument. The counterproductive behavior component was intentionally excluded, given the study's focus on constructive and promotive

behaviors within a public service context, where issues of sensitivity, defensiveness, and potential social desirability bias may impact response accuracy.

This approach remains consistent with previous research that has adapted the IWP model for culturally or contextually specific applications (e.g., Ab Rahman et al., 2020). Furthermore, emphasizing positive behaviors aligns with the Malaysian government's ongoing efforts to foster integrity, efficiency, and service excellence within the public sector. The following subsections elaborate on the three performance dimensions measured in this study.

2.4.1 Task Performance

Task performance, historically termed "in-role performance," refers to the core, explicitly prescribed technical and administrative behaviors that directly maintain the technical core of an organization (Borman & Motowidlo, 1993; Williams & Anderson, 1991). According to Campbell and Wiernik (2015), task performance is governed by an individual's declarative knowledge (knowing what to do), procedural knowledge (knowing how to do it), and fundamental task motivation. In public administration, task performance is strictly operationalized through formal Standard Operating Procedures (SOPs), Key Performance Indicators (KPIs), and the agency's Client Charter (*Piagam Pelanggan*). For civil servants, this dimension encompasses the timely processing of public applications, the accurate management of government records, and the lawful execution of statutory policies (Ritz et al., 2016). Because task behaviors are formally recognized and tied directly to the organization's formal pay and reward systems (Williams & Anderson, 1991), a deficiency in task performance represents a direct failure of the basic psychological contract between the civil servant and the public institution.

2.4.2 Contextual Performance

Recognizing the limitations of a strictly task-oriented framework, Borman and Motowidlo (1993) introduced the concept of contextual performance, defined as discretionary behaviors that do not support the technical core itself but rather maintain the broader social, psychological, and organizational environment in which the technical core functions. Conceptually overlapping with Organizational Citizenship

Behavior (OCB) (Organ, 1988), contextual performance is bifurcated into two distinct sub-facets: interpersonal facilitation (cooperative acts that assist co-workers) and job dedication (self-disciplined, highly motivated acts such as working through breaks to finish a backlog) (Van Scotter & Motowidlo, 1996). Within a highly formalized bureaucratic structure like the Malaysian civil service, contextual performance serves as the vital "lubricant" that prevents organizational paralysis. When rigid bureaucratic silos threaten to stall a multi-departmental initiative, it is the civil servant's discretionary willingness to collaborate, share informal knowledge, or mentor junior colleagues that ensures continuous public service delivery (Miao et al., 2018; Szara et al., 2017). Unlike task performance, contextual performance is heavily driven by an individual's affective state and personal values, making it uniquely sensitive to the organizational and psychological variables examined in this study.

2.4.3 Adaptive Performance

The inclusion of adaptive performance as a vital third dimension emerged to address the volatile, uncertain, complex, and ambiguous (VUCA) nature of contemporary work environments (Griffin et al., 2007; Pulakos et al., 2000). Pulakos et al. (2000) defined adaptive performance as an employee’s proficiency in altering their behaviors to meet the demands of novel, unexpected, or rapidly changing work situations, identifying key facets such as solving uncertain problems, dealing with unpredictable work situations, and demonstrating cultural adaptability. In the context of the modern Malaysian civil service, adaptive performance has shifted from a peripheral asset to a core necessity. Driven by initiatives such as the Public Sector Digitalization Strategic Plan (PSDP) and the ongoing transition toward e-government infrastructures, civil servants are required to continuously unlearn legacy, paper-based protocols and adopt dynamic digital workflows (Noor et al., 2023; Campbell & Wiernik, 2015). Furthermore, public sector employees are increasingly tasked with rapid crisis response and sudden fiscal policy adjustments. Consequently, assessing a modern civil servant's job performance is fundamentally incomplete without evaluating their cognitive and behavioral resilience in the face of institutional change. Thus, Figure 2.1 below summarises the main categories of job performance.

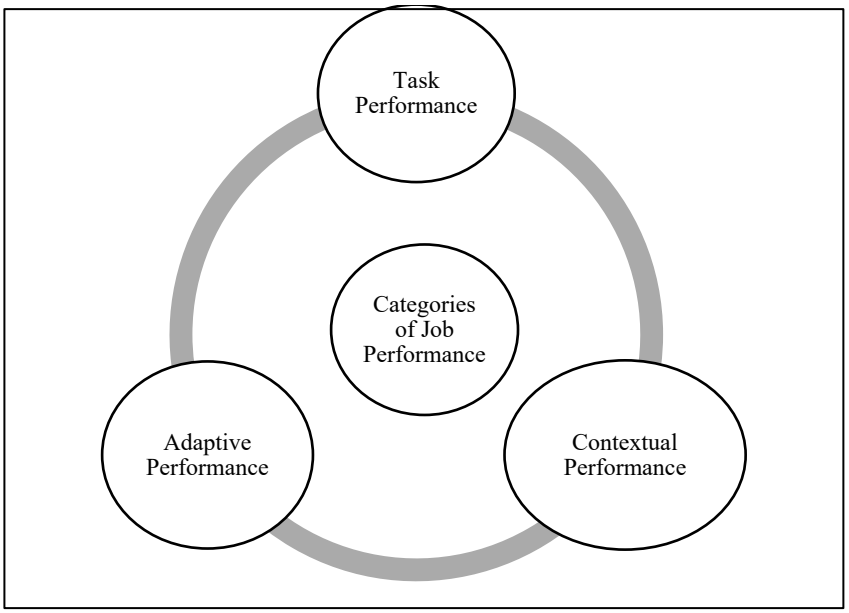

Figure 2.1 Categories of Job Performance adapted from Koopmans et al. (2013)

2.5 Job Performance in the Public Sector

Based on the empirical studies summarized in the upcoming Table 2.1, a significant amount of research has been carried out on the relationship between employee performance and government service delivery in the public sector of Malaysia. Multiple scholarly investigations have explored this subject matter (Ahmad et al., 2020; Alias et al., 2020; Amran et al., 2023). The involvement of the public sector in Malaysia holds immense importance, as it actively contributes to the execution of national economic transformation initiatives. Meeting the high demands and expectations of its citizens is a crucial requirement, as highlighted by Amran et al. (2023). Therefore, the effectiveness of public employees has a direct influence on the government's standing and the successful implementation of its initiatives (Ahmad et al., 2021). The factors that influence employee performance are characterized by intriguing contradictions and subtleties. Psychological capital, specifically self-efficacy, has been recognized as a strong indicator of job performance in various studies (Alias et al., 2020).

Additionally, studies have emphasized the substantial positive impact of transformational leadership (Ahmad et al., 2020) and the significance of Islamic Work Ethic in promoting organizational citizenship behaviors (Amran et al., 2023). In addition, studies have demonstrated a correlation between job performance and factors

such as workplace design, while the presence of rewards may not always exhibit a significant relationship (Noor et al., 2023). The findings indicate a complex interaction between personal attributes, leadership styles, and job characteristics in influencing employee performance.

Overall, the significance of employee performance in the Malaysian public sector is highlighted by its direct correlation with the quality of government service delivery and the attainment of national objectives. Several factors play a role in determining this performance, including psychological capital, leadership styles, work ethics, and job characteristics. Generally, taking these factors into account can enhance employee performance, thereby strengthening the efficiency and efficacy of the Malaysian public sector (Ahmad et al., 2020; Alias et al., 2020; Zainun et al., 202; Amran et al., 2023; Noor et al., 2023).

This chapter aims to conduct a thorough analysis of the existing research on the determinants of employee performance in the public sector, specifically focusing on the Malaysian context. This review aims to provide a comprehensive analysis of the various elements that influence job performance. It will explore topics such as job satisfaction, job commitment, leadership behavior, and employee empowerment. In addition, it explores more into the role of perceived organizational support (POS) in mediating these relationships. By critically examining prior studies, this literature review aims to determine gaps in existing understanding and lay the theoretical groundwork for the research topics that will guide this study.

In conclusion, through a thorough examination of these areas, this chapter offers a comprehensive understanding of the current state of knowledge, while also highlighting the significance of each research question. It illustrates the significance of investigating these relationships within the context of the Malaysian public sector, thus establishing a solid basis for a significant and influential study. Conducting a thorough literature review is crucial for situating the research within the wider academic conversation. It guarantees that the study adds value to existing knowledge and addresses any relevant gaps in the literature.

2.6 Synthesis of Prior Literature and Identification of Research Gaps

A critical analysis of the empirical literature, subsequently cataloged in Table 2.1, reveals three main empirical gaps in the current research on Malaysian civil servant

job performance. While past studies provide valuable insights into specific workplace behaviors, the existing research is geographically restricted, tends to test variables in isolated silos, and overlooks the psychological mechanisms that drive employee effort.

2.6.1 Geographic Concentration on Putrajaya and Major Cities

First, as illustrated in the upcoming literature matrix, the vast majority of Malaysian public administration research is conducted in federal ministries in Putrajaya or urban centers in the Klang Valley. For example, Ali et al. (2023) drew their entire sample from the Syariah Court headquarters in Putrajaya. Even when studies are conducted outside the capital, they are usually restricted to a single localized setting, such as Sabah (Ahmad et al., 2021) or a specific district council in Kelantan (Amran et al., 2021). Recent international public sector research warns against assuming that all government employees share the same workplace culture; studies in the Indonesian civil service (Jianchun et al., 2023) and Vietnamese public healthcare (Huynh et al., 2024) demonstrate that regional public servants operate under very different resource constraints, local values, and power dynamics compared to workers at central headquarters. Therefore, findings from central federal agencies cannot simply be generalized to civil servants working across East Coast Malaysia.

2.6.2 Examining Variables in Isolation

Second, the compiled studies demonstrate a strong tendency among researchers to examine performance factors separately. Past literature usually focuses on either internal psychological factors, such as organizational commitment alone (Saraih et al., 2020), or external organizational factors, such as transformational leadership alone (Ahmad et al., 2020). However, in a real government agency, a civil servant experiences their own internal job satisfaction and their supervisor's leadership at the same time. There is a lack of integrated models that test psychological and organizational factors together, even though recent scholarship strongly advocates for viewing these workplace variables as an interconnected system (Yusuff & Shokory, 2025).

2.6.3 The Missing Link of Perceived Organizational Support (POS)

Finally, the most important gap highlighted across the reviewed literature is the limited use of Perceived Organizational Support (POS) as a mediator. Most Malaysian public sector studies test only direct relationships, such as the direct link between psychological capital and performance (Alias et al., 2020) or the direct impact of POS on general work outcomes (Yunus et al., 2022). Even when POS is treated as a mediator, it is often linked to narrow inputs, such as specific HR financial rewards (Ajmal et al., 2015). This leaves a major theoretical gap: while recent international research confirms that POS is the primary psychological "bridge" that makes an employee feel a personal duty to perform better (Hasan et al., 2023), this mediating mechanism has not been fully tested as a bridge for leadership and empowerment in the Malaysian civil service.

To address these three gaps, this study uses Social Exchange Theory (SET) to test an integrated framework. By combining Job Satisfaction, Job Commitment, Transformational Leadership, and Employee Empowerment into one model and testing POS as the central mediator, this study provides a more complete, localized explanation of what drives civil servant job performance in East Coast Malaysia. The specific empirical studies substantiating these identified gaps are detailed chronologically in Table 2.1 below.

Table 2.1
Past Research On Job Performance In The Public Sector (2020-2025)

No	Research title	Author	Sample	Location	Methodology	Findings
1.	Differences in personality and the sharing of managerial tacit knowledge: an empirical analysis of public sector managers in Malaysia	Abdul Manaf, H., Harvey, W. S., Armstrong, S. J., & Lawton, A. (2020)	308 civil servants	Peninsular Malaysia	Survey	Competent managers exhibit greater proactivity in knowledge sharing, especially those with conscientiousness and openness. These traits support expert behaviors such as meticulousness, accountability, and perseverance, which contribute to higher job performance and managerial success.
2.	The Effect of Transformational Leadership on Employees' Performance in Malaysia's Public Sector	Ahmad, A., Ambad, S. N. A., Mohd, S. J. A. N. S., & Lajuni, N. (2020)	300 civil servants	Sabah	Survey	Transformational leadership is found to be a predictor of job performance. Four leadership characteristics, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, have a significant impact on job performance.
3.	Does Psychological Capital Matter for the Public Sector	Alias, N. E., Abu, N., Koe, W.-L., Marmaya, N.	250 civil servants	Putrajaya	Survey	Psychological capital significantly influences job performance. Self-efficacy and optimism are the most influential components affecting job performance.

No	Research title	Author	Sample	Location	Methodology	Findings
	Employees? A Survey of the Impact of Psychological Capital on Individual Job Performance in Malaysia	H., & Romaiha, R. O. N. R. (2020)				
4.	Factors Influencing Employees' Commitment in the Public Institution: Empirical Evidence in Malaysia	Saraih, U. N. (2020)	180 civil servants	Kuala Lumpur and Putrajaya	Survey	Job performance, organizational justice, and organizational citizenship behavior (OCB) all exert a positive and significant impact on organizational commitment among employees. Job performance has the strongest impact.
5.	Can high performance work practices and satisfaction predict job performance? An examination of	Mohd Nasurdin et al. (2020)	639 employees	Peninsular Malaysia	Survey	Job satisfaction mediates the relationships between participation, training, compensation (HPWPs), and the two dimensions of job performance (task and contextual performance).

No	Research title	Author	Sample	Location	Methodology	Findings
	the Malaysian private health-care sector.					
6.	A Study on Organizational Commitment and Job Satisfaction among Employees at Selected Government Agencies in Kelantan	(Amran et al., 2021)	140 civil servants	Tanah Merah, Kelantan, Malaysia	Survey	Organizational commitment showed a moderate, positive, and significant relationship with job satisfaction. All three components of organizational commitment were significantly related to job satisfaction. Affective commitment was identified as the organizational commitment component that most influences job satisfaction among the selected government agencies.
7.	The Moderation Effect of Job Tenure on Psychological Empowerment and Employee Performance in the Malaysian Public Sector	(Ahmad et al., 2021)	300 civil servants	Sabah	Survey	Psychological empowerment (competence, impact, meaning, self-determination) has a significant positive relationship with employee performance. Job tenure strengthens this relationship.
8.	Enhancing	Hashim, K.	456 civil	Putrajaya	Survey	Innovative work behavior is positively

No	Research title	Author	Sample	Location	Methodology	Findings
	Innovative Work Behavior of Malaysian Public Sector	L. (2021)	servants			influenced by ethical leadership, organizational commitment, and self-efficacy, which, in turn, improve job performance.
9.	Machiavellianism, Locus of Control, Moral Identity, and Ethical Leadership Among Public Service Leaders in Malaysia: The Moderating Effect of Ethical Role Modeling	Zainun, N. F. H., Johari, J., & Adnan, Z. (2021)	202 civil servants	Putrajaya	Survey	Moral identity has a substantial influence on ethical leadership. Ethical role modeling moderates the relationship and improves employee job performance.
10.	Factors Influencing Malaysian Public Sector Employees' Performance	Aziz, F., Muzlan, N., Ahrari, S., & Zixuan, D. (2022)	400 civil servants	Putrajaya	Survey	Several organizational and psychological factors significantly influence employee performance in the Malaysian public sector. Variables such as job satisfaction, motivation, leadership, and organizational support were positively associated with employee performance. The results indicate that improving internal organizational factors enhances public sector

No	Research title	Author	Sample	Location	Methodology	Findings
						employee performance.
11.	Work Motivational Factors Affecting Job Performance among Government Servant	Noor et al., (2023)	200 civil servants	Putrajaya	Survey	Workplace design and supervisor support influence job performance, while some rewards show weaker effects.
12.	Factors Influencing Job Performance among Academic Staff in Malaysian Public University	Che Cob, C. M. S. et al. (2024)	385 academic staff	Malaysian public university	Survey	Personality traits, motivation, learner autonomy, and leadership style impact job performance, contributing to better service delivery in Malaysia's educational system.
13.	Employee Engagement in the Malaysian Public Sector: The Moderating Effect of Job Demands on the Relationship Between Employee	Elghadi, O., Mohamad, N., & Ahmad Jusoh (2024)	336 civil servants	Four IT departments in Malaysian government agencies	Survey	Motivation and self-efficacy significantly enhance employee engagement, which is closely linked to improved job performance in the public sector.

No	Research title	Author	Sample	Location	Methodology	Findings
	Participation, Employee Motivation, and Self-Efficacy					
14.	Multilevel study of transformational leadership and work behaviour: job autonomy matters in public service	Noor et al. (2024)	409 civil servants	Malaysia	Survey	Transformational leadership positively influences innovative work behavior and OCB. Job autonomy mediates this effect, enhancing both job performance and engagement.
15.	The Mediating Role of Subjective Well-being in Work Productivity in Malaysia’s Healthcare Industry: As an Example of Public Hospitals	(Bai and Ahmed, 2024)	4 public hospitals in Malaysia's public healthcare	Kuala Lumpur, Malaysia	Quantitative Investigation	The research indicates that improving nurses' subjective well-being is critical to enhancing their job performance and improving the quality of medical services in high-intensity work environments. This suggests that public hospital management should focus on mental health, fair allocation of work, psychological support, and improvements to the working environment for nurses.
16.	Work Stress in Public Service: Job	Ahmad et al. (2025)	656 civil servants	Putrajaya, Kuala	Survey	Transformational leadership is generally beneficial for performance, but its ability to

No	Research title	Author	Sample	Location	Methodology	Findings
	Demands Outweigh Transformational Leadership			Lumpur		mitigate the negative effects of high job demands on work stress and performance is limited. Managing job demands and workload is crucial to improving job performance.
17.	More than just a Job: The Motivational Forces Behind Public Sector Employees' Performance	Foo et al. (2025)	303 civil servants	Putrajaya, Kuala Lumpur	Survey	Job satisfaction, empowerment, and adequate compensation significantly enhance motivation, which in turn boosts job performance. Work environment and self-development opportunities show limited direct impact on motivation and performance in this context.
18.	Formulating Insights on Job Satisfaction and Its Impact on Job Performance in Malaysia's Public Sector	Mohd Yusuff & Mohd Shokory, (2025)	5 civil servants	Malaysia	Interview	Job satisfaction, shaped by leadership support, recognition, and successful project outcomes, plays a key role in improving job performance among Malaysian civil servants. In contrast, poor leadership, unstable policies, and heavy workloads reduce both satisfaction and performance. A positive, supportive work environment is therefore vital for strengthening public sector performance.

2.7 Determinants of Job Performance

The variables that mutually influence an organization's efficacy and its employees' performance include job satisfaction, job commitment, transformational leadership, employee empowerment, and perceived organizational support. These factors are critical in understanding the dynamics of employee behavior and organizational outcomes, especially in the public sector.

2.7.1 Job Satisfaction

Job satisfaction is a complex cognitive and affective evaluation of an individual's work environment. Mardanov (2020) highlights that it encompasses an employee's emotional responses, attitudes, and subsequent work behaviors resulting from their professional experiences. In the field of organizational behavior and public administration, understanding job satisfaction is essential because it serves as a primary psychological driver of employee well-being, discretionary effort, and overall organizational productivity (Büyükbeşe et al., 2023). Within the context of this study, job satisfaction is viewed not merely as a passive end-state, but as a critical internal resource that dictates a civil servant's active willingness to perform.

The relationship between job satisfaction and job performance has been extensively studied, and contemporary research firmly establishes a positive correlation between the two factors as a behavioral outcome. The fundamental premise is that satisfied employees are psychologically primed to thrive in their positions, making job satisfaction a highly reliable predictor of job performance (Cima et al., 2023; Dharma et al., 2023; Farsole, 2023; Aditya & Deviastri, 2024). This relationship is best explained through the lens of Social Exchange Theory (SET). When a government agency provides an environment that fulfills an employee’s psychological and professional needs, the employee experiences high job satisfaction. Driven by the norm of reciprocity, the satisfied employee feels an inherent obligation to repay the organization by increasing their task proficiency and engaging in extra-role contextual behaviors (Budi Prasetyo & Mugi Harsono, 2023; Infantri et al., 2024; Mehmeti & Telaku, 2025).

However, the literature does contain some contrasting findings that warrant attention. A minority of studies, such as those by Ada et al. (2023) and Amin (2020), have occasionally found weak or non-significant direct impacts of job satisfaction on employee performance. Rather than disproving the relationship, these null findings suggest that job satisfaction does not operate in a vacuum. It often requires strong organizational catalysts—such as supportive leadership or structural empowerment—to effectively translate positive feelings into tangible performance outputs. This highlights a critical gap in the literature: the need to examine job satisfaction concurrently with organizational factors and mediating mechanisms (such as Perceived Organizational Support) to capture its true impact.

Within the Malaysian public sector specifically, recent studies overwhelmingly support the outcome-driven perspective. A comprehensive analysis by Putra et al. (2023) categorized various outcomes of job satisfaction in public sector organizations, reconfirming that positive job attitudes are inextricably linked to higher behavioral performance outputs. Furthermore, recent research shows that when Malaysian civil servants experience high levels of job satisfaction, it translates directly into elevated job performance and the successful execution of public policies (Mohd Yusuff & Mohd Shokory, 2025). Therefore, the prevailing consensus dictates that fostering job satisfaction is a mandatory prerequisite for maximizing civil servant job performance, particularly in the demanding context of East Coast Malaysia.

2.7.2 Job Commitment

Understanding job commitment is crucial for predicting an employee's behavioural dedication to their organization and their willingness to exert sustained effort toward public service goals. Job commitment generally falls into three primary dimensions: affective commitment, continuance commitment, and normative commitment (Zhao et al., 2025; Staniulienė & Gavėnaitė, 2021). Affective commitment describes the deep emotional connection and sense of belonging an employee feels towards their agency. Continuance commitment involves the perceived economic or social costs associated with leaving the organization. Normative commitment encompasses an internalized sense of duty and moral obligation to stay loyal to the institution (Bongalonta & Bongalonta, 2022; Hngoi et al., 2024). All three of these dimensions are assessed in this study using the Three-Component Model of

Commitment Scale (Meyer & Allen, 1991), providing a holistic measurement of a civil servant's psychological tether to their workplace.

In the context of behavioral outcomes, numerous studies have investigated the influence of job commitment on employee performance, with the vast majority demonstrating a robust positive correlation. An employee's psychological attachment to their organization acts as a powerful intrinsic motivator that drives performance outputs (Syardiansah et al., 2024; Syarifin & Atmaja, 2023; Wulandari et al., 2023). Employees who exhibit high organizational commitment are significantly more likely to go above and beyond their formal job descriptions, resulting in improved individual and organizational performance (Sanjaya & Indrawati, 2023).

The transmission mechanism between commitment and performance varies depending on the dimension of commitment activated. Civil servants with high affective commitment perform better because they genuinely identify with the government's goals and want the agency to succeed. Those with high normative commitment perform well out of a profound sense of moral duty to the public and the nation. Conversely, continuance commitment generally ensures adherence to baseline task performance, as employees work to maintain their job security and benefits (Igbomor & Ogbuma, 2024; Nurhasanah et al., 2025). When combined, these commitment dimensions ensure that an employee remains engaged, resilient, and highly productive even when faced with bureaucratic challenges or heavy workloads.

In the Malaysian public sector, where employees are tasked with executing vital national economic and social initiatives, a highly committed workforce is essential. Recent empirical studies conducted within Southeast Asian contexts consistently reassert that job commitment is a critical determinant of public service efficiency (Syardiansah et al., 2024; Wulandari et al., 2023). Civil servants with high job commitment do not merely comply with minimum Standard Operating Procedures (SOPs); they actively drive the efficacy of public service delivery. Consequently, within the specific regional context of East Coast Malaysia, organizational commitment serves as a central pillar determining the ultimate performance levels of government personnel.

2.7.3 Transformational Leadership Style

Various leadership styles, including transformational, transactional, and laissez-faire, possess distinct qualities and exert different influences on organizational

outcomes. Transformational leadership is defined by its capacity to motivate and encourage followers to surpass their interests to cultivate an environment of innovation and change for the organization's benefit (Iszatt-White & Saunders, 2020). In contrast, transactional leadership operates through a framework of incentives and consequences, prioritizing established protocols and practices to achieve the organization's objectives (Asiedu et al., 2022). The concept of laissez-faire leadership is characterized by a style that emphasizes a hands-off approach. In this approach, leaders offer minimal guidance and instead empower subordinates to take charge and make decisions on their own (Iszatt-White & Saunders, 2020).

Research has indicated that there is a strong correlation between transformational leadership and favorable results, including increased effectiveness, additional discretionary effort, and higher levels of task execution (Asrar-Ul-Haq et al., 2020). Furthermore, it has been found that transformational leadership has a direct positive impact on employee performance (Addow, 2022) and motivation (Rajbanshi, 2020). Research has shown that employee performance is also influenced by transactional leadership (Addow, 2022). However, it is important to note that the effect of this leadership style can differ based on the specific organizational context (Libia, 2019). There has been limited research on laissez-faire leadership, but it is generally regarded as less effective. Some studies have even found a negative relationship between laissez-faire leadership and organizational practices (Libia, 2019) as well as work engagement (Thanh et al., 2022).

Overall, there is a strong correlation between transformational and transactional leadership styles and positive performance outcomes for both organizations and employees. On the other hand, the laissez-faire leadership style tends to be seen in a less positive light. Nevertheless, the impact of these styles can be shaped by a range of factors, including organizational culture, gender, and the specific sector in which they are implemented (Asiedu et al., 2022; Turyahikayo et al., 2023). Thus, organizations must take into account these factors while formulating leadership strategies and training programs to maximize workforce productivity, as highlighted by recent research (Asiedu et al., 2022; Libia, 2019).

Extensive research has been conducted on the impact of leadership behavior on employee performance, revealing a strong correlation between the two factors. Mansour and Elziny (2020) have demonstrated that various leadership styles, including situational leadership, can influence employee job fit and job incentives, thereby

influencing ultimate performance outcomes. Additionally, studies have demonstrated that the manner in which leaders conduct themselves has a direct and significant impact on the performance outputs of their employees (Saputra, 2023; Putra, 2024). It is intriguing to note that different studies have occasionally yielded contrasting findings regarding the magnitude of this impact.

While the majority of studies support a strong link, some studies have concluded that certain leadership styles do not have a universally significant effect on performance across all environments (Arifin, 2025). However, a larger body of contemporary research has reported a highly significant positive correlation between transformational leadership style and performance (Saluy et al., 2024; Sunatar, 2022). In the Malaysian public sector, Ahmad et al. (2025) further showed that transformational leadership, although generally positive, must be paired with manageable job demands to prevent stress and ensure that leadership behaviors successfully translate into high performance.

Conflicting findings emerge in the research, as some empirical studies report context-dependent or weak effects of leadership style on workplace outcomes (Arifin, 2025), and systematic reviews show that the strength of leadership-performance relationships varies by context and style (Findarty, 2025). However, findings from recent empirical research consistently indicate that leadership style is a primary driver capable of influencing employee performance and work motivation (Nurjenal et al., 2024; Saputra, 2023; Hajiali et al., 2022).

As a whole, the existing body of research indicates that the way leaders behave has a significant impact on the performance of their employees. Although there are some inconsistencies in the results, the majority of the evidence suggests that strong leadership can drastically improve employee job performance. These studies highlight the significance of leaders adopting appropriate transformational behaviors to create an environment that promotes high performance. The research conducted by Nurjenal et al. (2024), Arifin (2025), Hajiali et al. (2022), Mansour & Elziny (2020), Hermawan et al. (2024), Sunatar (2022), Saputra (2023), and Putra (2024) all support this notion.

In comparison to other approaches, such as democratic and autocratic leadership, Abdullah et al. (2021) found that the transformational leadership style produced greater improvements in organizational performance. Transformational leadership is particularly effective because it aligns public service motivation with organizational goals, leading to enhanced employee performance (Raveendran, 2022; Tran & Hoang, 2024). Based on these discoveries, it is clear that transformational

leadership practices have the potential to substantially increase worker productivity in public sector organizations. Leaders who prioritize the development of their workforce, nurture relationships built on trust, and inspire individuals to surpass expectations drive superior outcomes (Ahmad et al., 2020). In a recent study conducted by Abdullah et al. (2021), it was discovered that the adoption of these strategies can result in higher levels of dedication and efficiency among professionals in the public sector.

The government agency's support personnel displayed a remarkable level of visionary leadership and a commendable level of job performance, as documented by Abdul Halim et al. (2023). In a groundbreaking study conducted by Bee Wen et al. (2023), a significant connection was found between employee performance and various leadership styles. The research revealed a strong correlation between transformational leadership styles and improved productivity, shedding new light on the dynamics of workplace performance. The impact of different leadership styles on employee performance has been extensively explored in academic literature (Wen et al., 2019). These findings suggest that leaders in Malaysia's public and private sectors can inspire their staff to exceed expectations in their work by adopting a transformative leadership style.

In conclusion, leadership behavior in the Malaysian public sector has a profound impact. Emphasizing transformational leadership tends to produce favorable behavioral outcomes for organizations, including fostering innovative work behavior and enhancing task performance. The research highlights the significance of leadership in shaping organizations' cultures and in the execution of employees' duties. This has important implications for policy and practice in the public sector, as demonstrated by various studies (Abdullah et al., 2021; Ahmad, 2020; Elghadi et al., 2024; Hashim, 2021; Ng & Jusoh, 2021; Sunatar, 2022; Zahari et al., 2024).

2.7.3.1 Dimension of Transformational Leadership Style

According to the theory that Bass & Avolio (1994) most frequently employ, the Transformational Leadership Model outlines the dimensions of the transformational leadership style. The dimensions highlight how transformational leaders operate, inspiring and motivating their followers to rise above individual interests in pursuit of organizational success. They created a work environment characterized by positivity, innovation, and strong commitment.

The first dimension is idealized influence, where the leaders embody the qualities of role models, earning the respect and trust of their followers (Alessa, 2021). They exhibit a profound sense of integrity, ethical standards, and a distinct dedication to the organization's mission (Shrestha, 2020). This profoundly impacts followers who take pride in emulating their leader's example (Bass & Avolio, 1994). Idealized impact leaders are portrayed as enthusiasts and risk-takers, which shows their capacity to conceptualize, strategize, and execute organizational transformations as they embrace change without trepidation (Kariuki, 2021). Their passion motivates their followers to cultivate hope for a more promising future, welcoming transformation rather than clinging to the existing state of affairs (Kariuki, 2021). The trait of risk-taking enables leaders to maneuver through turbulent periods adeptly, supporting the resilience essential for the organization's continued existence (Kariuki, 2021).

Leaders motivate their followers by articulating a vision that is both optimistic and hopeful (Alessa, 2021). They encourage people to set higher goals by using enthusiastic communication to instill confidence and drive (Shrestha, 2020). These leaders cultivate their followers' understanding of shared goals and inspire them to reach those objectives (Kariuki, 2021). Empirical evidence demonstrates that inspirational motivation exerts a positive influence on organizations. The research conducted by Gyansah, Ogola, and Guantai (2020) revealed a notably positive relationship between inspirational motivation and students' academic performance in public schools. A correlational study conducted by Hasija et al. (2019) aimed to determine the impact of inspirational motivation on employee engagement, resulting in a reliable positive correlation.

Leaders encourage creativity and innovation by questioning established assumptions (Alessa, 2021). They promote analytical reasoning and inventive solutions, enabling individuals to engage in independent thought and foster innovation in their endeavors. These leaders actively endorse innovative concepts and refrain from condemning errors encountered during the learning journey (Shrestha, 2020). Avolio and Bass (2004) further explain that an intellectually stimulating leader can identify and communicate opportunities and dangers, as well as their organization's strengths, weaknesses, and comparative advantages (Lai et al., 2020). Moreover, they suggested that by enabling followers to pursue intellectual approaches to problem-solving, analyze circumstances, and critically examine long-standing beliefs, assumptions, and values,

transformational leaders effectively cultivated their followers' ability to explore innovative and imaginative solutions to conventional issues (Lai et al., 2020).

Leaders demonstrate a profound commitment to addressing their followers' personal needs, particularly in relation to growth and development (Alessa, 2021). They serve as guides and offer individualized insights, facilitating the development of their followers in both professional and personal dimensions. These leaders demonstrate a keen awareness of the unique abilities and needs of each individual (Shrestha, 2020). These supportive gestures help members feel more secure and motivate them to exhibit their preferred self while completing duties (Lai et al., 2020). For instance, previous studies suggested that transformational leadership might enhance the perception of supervisory support (Lai et al., 2020). As a result, personalized attention may nurture a sense of psychological safety among members, enhancing their readiness to engage in their work authentically (Lai et al., 2020).

2.7.4 Employee Empowerment

Shamsuddin et al. (2023) highlight that employee empowerment, including autonomy and decision-making authority, has been associated with improved organizational performance. Engagement, power-sharing, and participation in decision-making processes are among the many dimensions that it entails. It is regarded as a critical management instrument for improving productivity, employee work outputs, and customer satisfaction (Monica, 2019). Employee empowerment is important due to its capacity to promote innovation, teamwork, and overall organizational success (Sondhi & Kumar, 2021).

It is fascinating that although the idea of employee empowerment is widely recognized as advantageous, putting it into practice can be quite difficult. This is because of various factors, including the credibility of management, concerns about job security, and the willingness of employees to take on responsibility (Monica, 2019). In culturally distinct contexts, the effectiveness of empowering leadership is also influenced by cultural values and beliefs, specifically power distance orientation (Bee Wen et al., 2023). This highlights the importance of considering cultural factors when examining the effect of employee empowerment on performance.

In general, employee empowerment is a vital approach for organizations to adopt, as it can result in a wide range of favorable consequences, particularly enhanced overall performance. However, the success of this endeavor relies heavily on taking into account the unique organizational culture and structure. When organizations set out to implement empowerment strategies, it is crucial that they acknowledge and overcome any obstacles that may arise to ensure empowerment translates into productivity. Monica's work from 2019, along with the studies by Shamsuddin et al. (2023) and Bee Wen et al. (2023), provide valuable insights into this dynamic.

The research field is well-established regarding the relationships between job performance and employee empowerment. Empowerment has been found to boost task execution and innovative behaviors, which may lead to increased public satisfaction and corporate success (Sondhi & Kumar, 2021). The study conducted by Bee Wen et al. (2023) found a positive correlation between empowering leadership, work engagement, and employee empowerment. It was discovered that providing employees with autonomy emphasizes the importance of sharing power and motivating employees to perform better. Additionally, empowerment significantly influences employee motivation, which is closely associated with improved firm performance (Makhamreh et al., 2022).

While contradictions are limited, it is noteworthy that cultural values can impact the empowerment process, where high power distance orientation may mitigate the expected performance benefits of empowerment. However, in a recent study conducted in the banking sector, it was found that employee empowerment has a significant positive effect on job execution, playing a crucial role in enhancing overall job performance (Shakya & KC, 2023).

Overall, research findings consistently highlight the importance of employee empowerment in improving job performance. When empowerment strategies are successfully implemented, they have the potential to create a workforce that is more engaged and highly productive. When organizations are developing and implementing empowerment initiatives, they must take into consideration the cultural context of their employees to ensure that these initiatives have the greatest possible positive effect on job performance (Makhamreh et al., 2022; Shakya & Kc, 2023; Sondhi & Kumar, 2021; Wen et al., 2022).

In the Malaysian public sector, empirical evidence indicates that employee empowerment is a substantial factor in improving employee performance. Research discovered that employee empowerment is positively associated with employee performance, and the length of service reinforces this association, implying that longer-tenured employees feel more empowered and hence perform their tasks better (Ahmad et al., 2021). While some Malaysian studies have reported varying relationships depending on the specific government-linked company, the general trend supports empowerment as a performance driver.

Interestingly, although there is a strong focus on employee empowerment, it is important to consider other factors such as self-efficacy, which also have significant impacts on innovative work behavior. In a recent study conducted by Elghadi et al. (2024), it was found that employee participation and motivation play significant roles in workplace engagement. In addition, a study conducted by Alias et al. (2020) found that self-efficacy emerged as a highly influential factor in predicting job performance in the public sector. According to Hashim (2021), there is evidence suggesting that empowerment-related factors have an impact on innovative work behavior. Consistent with these findings, Foo et al. (2025) reported that in Malaysia's public sector, employee empowerment significantly enhances internal motivation, which subsequently improves job performance, thereby reinforcing the critical role of empowerment in shaping execution outcomes among civil servants.

In summary, the research conducted in the Malaysian public sector highlights the significance of employee empowerment in enhancing employee performance and engagement. In addition to empowerment, factors such as self-efficacy and transformational leadership also contribute to positive employee performance outcomes. The findings presented shed light on the complex aspects of employee empowerment and its direct impact on public sector management and service delivery in Malaysia (Ahmad et al., 2021; Alias et al., 2020; Elghadi et al., 2024; Hashim, 2021).

2.7.5 Perceived Organizational Support (POS)

According to Sun (2019), perceived organizational support (POS) refers to the degree to which employees believe the organization appreciates their efforts and prioritizes their welfare. POS plays a vital role in fostering a favorable bond between employees and the organization, resulting in numerous advantages, such as heightened

discretionary effort, organizational citizenship behavior, and improved overall organizational performance (Sun, 2019). The presence of POS is generally cultivated by fair working conditions, supportive human resource practices, and effective leadership communication (Sun, 2019).

Although perceived organizational support (POS) is consistently associated with positive employee outcomes, some recent findings suggest that its direct impact on employee performance may occasionally vary. For instance, Rosid et al. (2024) reported a non-significant direct relationship between POS and employee performance in their specific study context, indicating that the effectiveness of POS may depend on broader organizational conditions. The complex nature of the relationship between POS and employee outcomes demonstrates that POS often works best as an interconnected mechanism rather than a standalone factor (Rosid et al., 2024). Overall, understanding the importance of POS is crucial, as it shapes an organization's commitment to its employees and ultimately influences their actions and performance in the workplace.

Although there are minor contextual variations, the significance of POS has been widely recognized, as it has been strongly linked to different aspects of employee well-being and organizational effectiveness (Liu et al., 2022; Sihag, 2021; Sun, 2019). Perceived organizational support (POS) is believed to play a crucial role in shaping employee attitudes and behaviors, acting as a bridge for variables like job satisfaction, job commitment, leadership behavior, and empowerment.

Extensive research, including studies by Akkoca (2023) and Kantirahayu et al. (2025), has frequently examined POS alongside psychological factors like satisfaction and commitment, demonstrating that POS acts as a critical psychological resource that strongly influences an employee's ultimate behavioral outputs. The research conducted by Sun (2019) highlights the positive impact of POS on various aspects of the workplace, including increased task proficiency and enhanced organizational citizenship behavior. In addition, Siangchokyoo and Klinger (2022) found that perceived organizational support strengthens the relationship between transformational leadership and employee empowerment, which in turn is associated with positive outcomes such as improved job performance. Research has shown that incorporating POS into strategic management practices yields highly positive effects on employee execution (Kara et al., 2023; Usadolo et al., 2022).

A substantial body of research indicates that perceived organizational support (POS) frequently serves as a significant mediating mechanism, enhancing the relationship between organizational inputs and job performance. According to Noor et al. (2023), POS mediates the effects of work motivation and leadership styles on employee performance, a critical factor in determining work outcomes in the Malaysian public sector. Research conducted in South Korea demonstrates that perceived organizational support serves as a mediator in the relationship between employee engagement and organizational citizenship behavior (Park & Kim, 2024). This underlines its capacity to enhance employee contributions that extend beyond conventional job roles. In Turkey, research has shown that supportive environments promote stronger performance outcomes, underscoring the mediating influence of POS between HR practices and employee behaviors (Kara et al., 2023). A study in China established that POS successfully links organizational interventions to job engagement, further supporting its universal applicability as a mediating bridge across diverse sectors (Jing & Yan, 2022).

Perceived Organizational Support (POS) is an essential mechanism that channels the effects of transformational leadership, empowerment, satisfaction, and commitment into tangible job performance. These outcomes emphasize the significance of organizations offering high-level support to their employees to cultivate a positive work environment and drastically improve the overall effectiveness of the organization's service delivery (Akkoca, 2023; Kantirahayu et al., 2025; Siangchokyoo & Klinger, 2022; Sun, 2019; Usadolo et al., 2022; Kara et al., 2023).

The concept of POS in improving employee performance has several aspects and has been the subject of numerous Malaysian studies. Several papers discuss organizational inputs that inherently build POS, such as employee engagement and management practices, which, in turn, impact employee performance. For example, a study in Malaysian public-sector IT departments found that employee motivation and self-efficacy have a substantial impact on engagement and performance outputs (Elghadi et al., 2024). Hashim (2021) found that dedicated organizational support directly affects the innovative work behavior of public sector employees. These elements imply that employees demonstrate increased performance when they perceive greater support from their organization. In addition, the impact of management practices on service quality in the Malaysian public sector has been extensively studied (Salehi

& Tremblay, 2024), proving that supportive environments indirectly promote improved employee performance.

Overall, the papers provided touch on various aspects that are relevant to the Malaysian public sector. These constructs can be viewed as the foundational building blocks of POS; when employees have a positive perception of organizational support stemming from these inputs, it reliably results in improved job performance.

2.7.6 Social Exchange Theory (SET) and Determinants of Job Performance

The Social Exchange Theory (SET) plays a crucial role in understanding the mutually beneficial relationships between employees and their organization. According to the theory, social behavior is shaped by an exchange process that aims to optimize benefits and minimize costs. The foundations of Social Exchange Theory were developed by sociologists such as George Homans (1958) and Blau (1964), who conceptualized social interaction as a system of reciprocal exchanges.

Within the realm of employee performance, the Social Exchange Theory (SET) proposes that when individuals perceive their organization as a source of valuable resources, such as support, recognition, and fair treatment, they are more likely to exhibit positive attitudes and behaviors. This may result in increased job satisfaction, commitment, and overall performance (Cropanzano & Mitchell, 2005). This reciprocal relationship forms the basis of employee motivation and engagement. Employees evaluate their relationship with the company based on the benefits they receive, which can have an impact on their overall work performance.

In organizational contexts, SET can be utilized to encourage employee innovation by providing dedicated resources in return for innovative work behavior (Tripp, 2023). The idea has been expanded to include social and economic contacts and psychological exchanges, highlighting the need for more study in this field (Ahmad et al., 2023). Due to its extensive scope of applications and its ability to provide clear explanations, the flexibility and explanatory power of SET make it a suitable framework for understanding employee behavior in modern administrative settings (Mishra & Mund, 2024).

In the context of this study, Social Exchange Theory provides a coherent explanation for how job satisfaction, job commitment, transformational leadership, employee empowerment, and perceived organizational support (POS) influence job

performance. When civil servants perceive that their organization provides valuable resources such as fair treatment, recognition, supportive leadership, meaningful and autonomous work, as well as development opportunities, they are more likely to reciprocate through higher levels of satisfaction, commitment, positive work behaviors, and improved performance (Cropanzano & Mitchell, 2005).

Although the POS conceptually originates in Organizational Support Theory (Eisenberger et al., 1986), in this study, it is interpreted through the lens of SET as a key indicator of the quality of the exchange relationship between employees and their organization. High POS signals to employees that the organization values their contributions and cares about their well-being, which encourages them to respond with greater effort, loyalty, and citizenship behaviors that support job performance.

Accordingly, SET underpins the proposed relationships in the conceptual framework, namely job satisfaction, job commitment, transformational leadership, and employee empowerment, which are treated as inputs, resources, or conditions provided by the organization. POS reflects employees' overall evaluation of this support, and job performance represents the reciprocated outcome of this exchange process. This theoretical logic strongly justifies including POS as a mediating variable rather than merely a moderating condition, linking the independent variables to civil servants' job performance.

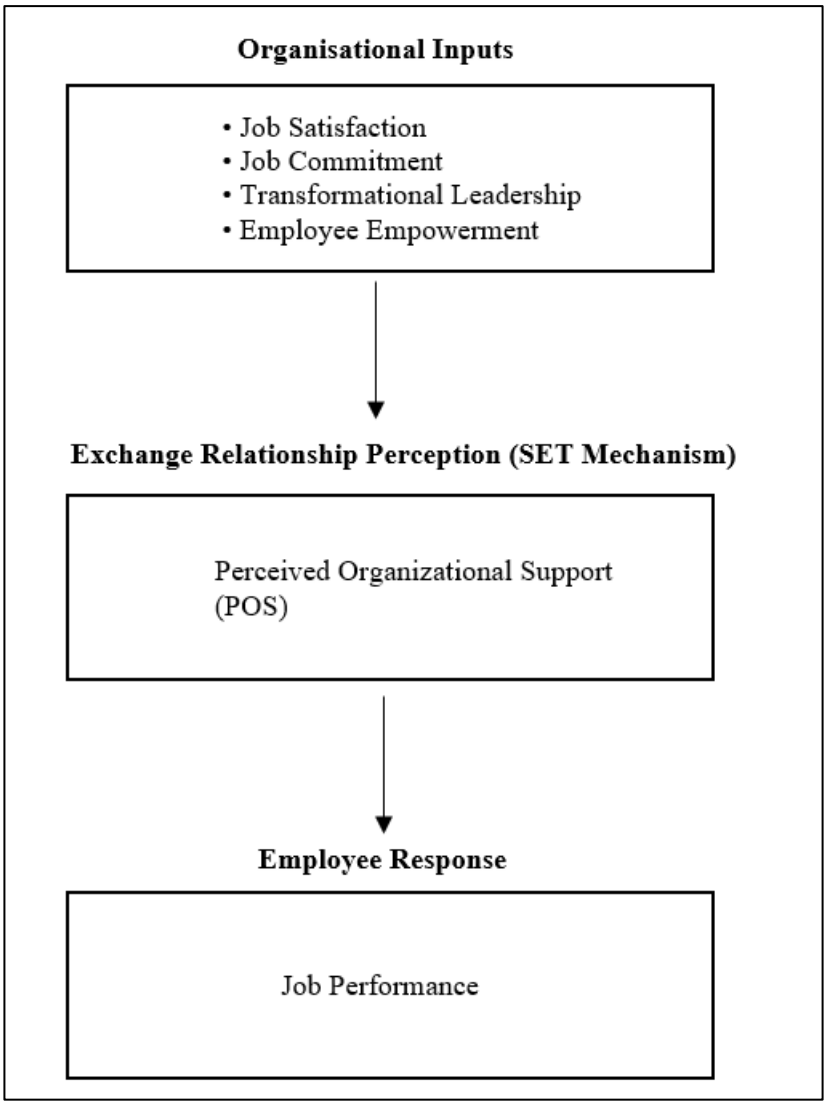

Figure 2.2 Theoretical Framework of the Study Based on Social Exchange Theory (Adapted from Blau, 1964; Cropanzano & Mitchell, 2005)

2.8 Conceptual Framework

Conceptual frameworks are crucial in research, as they provide a systematic and logical basis for investigations across multiple fields. They help clarify the relationships between different components of research and give theoretical importance to the main text (Muchanga & Chalawila, 2022). Conceptual frameworks are crucial in design science, as they offer valuable guidance throughout the research process (Antunes et al., 2021). By incorporating ideas from multiple disciplines, conceptual frameworks enable a comprehensive understanding of variables influencing organizational outcomes. In quantitative research, there are several ways to develop conceptual frameworks. One approach is to creatively integrate multiple theories and models, as demonstrated by

Sukma and Leelasantitham (2022). Having a solid grasp of conceptual frameworks is crucial for researchers who utilize quantitative research methods. It plays a vital role in organizing research questions, objectives, and methodologies (Egede & Mahamed, 2023). Applying conceptual frameworks effectively improves the overall quality and coherence of quantitative research studies.

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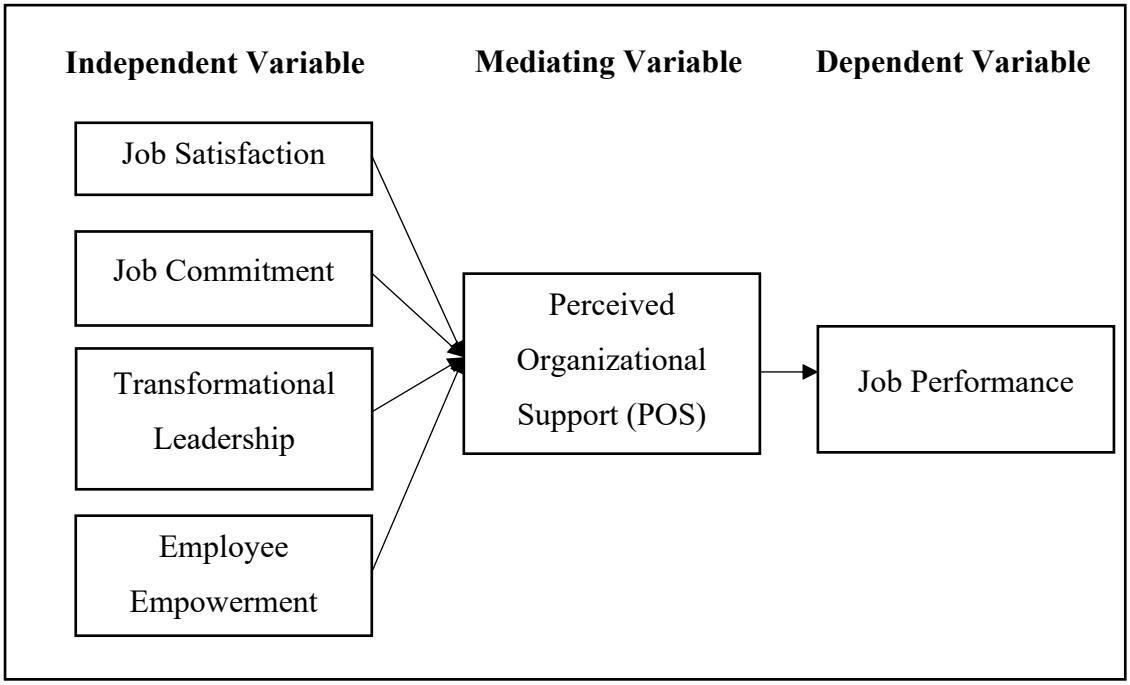

Figure 2.3 Conceptual Framework

In Figure 2.3, within the scope of this conceptual framework, the independent variables are job satisfaction, job commitment, transformational leadership, and employee empowerment. These variables are proposed to have direct effects on civil servants' job performance. Perceived organizational support (POS) is positioned as a mediating variable that explains how supportive organizational conditions strengthen the effects of these factors on performance. When civil servants perceive that their organization supports and values them, they are more likely to translate satisfaction, commitment, empowering leadership, and autonomy into higher performance, consistent with the principles of Social Exchange Theory.

2.9 Hypothesis Development

Based on the synthesized literature review and the theoretical foundations of Social Exchange Theory (SET), this section explains the specific hypothesized relationships between the independent variables, the mediating variable, and the dependent variable. The following hypotheses are formulated to test the conceptual framework within the context of civil servants in East Coast Malaysia.

2.9.1 The Influence of Job Satisfaction on Civil Servants' Job Performance in East Coast, Malaysia

A positive correlation between job satisfaction and employee performance has been observed in various countries, including Ghana, Pakistan, and South Korea (Ashitey et al., 2019; Shaikh et al., 2023; Kim & Cho, 2020). The factors that influence job satisfaction including remuneration, prospects for advancement, the workplace atmosphere, training initiatives, interactions with superiors, and performance evaluation mechanisms (Shaikh et al., 2023). In Malaysia, job satisfaction has been found to enhance performance in educational, health, and administrative settings (Ismail et al., 2021; Kumareswaran et al., 2022).

Payroll and people management systems may have minimal impact on job attitudes, as indicated by Kim and Cho (2020). Shaikh et al. (2023) advocate introducing work satisfaction policies in Pakistan's public institutions to enhance teaching effectiveness. A study conducted by Afzal (2021) found that several characteristics that increase employee happiness, as observed at Pakistan's Civil Defense Department, play a role in improving performance. The results of this research emphasize the need to give high priority to work satisfaction in order to improve performance in public sector enterprises. Public sector institutions may enhance their overall performance by prioritizing the major aspects that influence job satisfaction, which in turn fosters more productive and engaged workforces.

Job satisfaction is an essential indicator in determining the performance and retention of employees in Malaysia's public sector. Workplace design, perceived organizational support, training, coworker support, participatory leadership, and work stress have a considerable influence on job satisfaction (Noor et al., 2023; Zumrah et al., 2022). Studies have demonstrated a favorable correlation between job happiness and

work performance in educational settings (Ismail et al., 2021). Additionally, job satisfaction in the health sector is highly impacted by working circumstances and organizational support (Kumareswaran et al., 2022).

In the recent evidence shows that job satisfaction continues to be a dominant performance driver in Malaysia's public sector. Civil servants' job satisfaction increases when they experience supportive leadership, recognition, and consistent policy environments, directly improving job performance (Mohd Yusuff & Mohd Shokory, 2025). Conversely, negative leadership styles, policy instability, and excessive workloads reduce satisfaction and weaken performance. Similarly, Foo et al. (2025) demonstrated that job satisfaction strengthens employee motivation, which then enhances job performance, indicating that satisfaction plays an indirect psychological role through motivational mechanisms. Ahmad et al. (2025) further highlighted that high job demands reduce performance, particularly among employees with lower satisfaction and support systems, showing that satisfaction acts as a buffer under stressful conditions.

Moreover, work satisfaction has been found to reduce turnover intention among executive-level employees in public-sector firms, as demonstrated by Zumrah et al. (2022). Hence, these findings emphasize the significance of tackling job satisfaction in order to improve work performance and retain talented individuals in Malaysia's public sector. Organizations can enhance their workers' job performance by focusing on developing these characteristics and creating effective programs and activities. Therefore, this study proposes the following hypotheses:

H1: There is a significant positive relationship between job satisfaction and civil servants' job performance in East Coast, Malaysia

2.9.2 The Influence of Job Commitment on Civil Servants' Job Performance in East Coast, Malaysia

Several significant findings have been uncovered by research on public sector employees' levels of job commitment and performance. Donkor and Zhou (2020) found that job commitment acts as a mediator between leadership styles and employee performance in the public sector of Ghana. According to Mishra and Kasim (2021), employee commitment functions as a mediator between job performance and team

culture in the Ethiopian public sector. Besides that, Malaysian public sector personnel favorably link job performance, organizational fairness, and organizational citizenship behavior with job commitment (Saraih, 2020).

According to a study by Pamungkas and Wulandari (2021), human resource management methods and work participation have a favorable impact on employee performance in public service sectors in Indonesia. Affective commitment also plays a key role in this relationship. The importance of promoting employee commitment through varied organizational aspects in improving work performance in public sector settings across nations is emphasized in this research (Pamungkas & Wulandari, 2021). Organizations in the public sector may boost employee engagement and productivity by focusing on leadership styles, team dynamics, organizational fairness, and human resource management processes.

Recent research findings suggest that workplace design has a favorable influence on job performance, whereas rewards do not exhibit a significant correlation, according to Noor et al. (2023). The impact of leadership styles, particularly transactional leadership, on employee performance is influenced by employee commitment, as stated by Mahfouz et al. (2022). According to recent research, Ahmad et al. (2025) reported that employees with stronger commitment are better able to cope with job demands and maintain their performance even in high-pressure environments. Foo et al. (2025) similarly found that satisfied, empowered, and motivated employees demonstrate stronger commitment, which, in turn, leads to superior job performance. These results indicate that commitment acts as a psychological mechanism linking workplace conditions to behavioral outcomes, and that committed civil servants are more likely to exhibit consistent job performance despite organizational challenges. Therefore, this study proposes the following hypotheses:

H2: There is a significant positive relationship between job commitment and civil servants' job performance in East Coast, Malaysia

2.9.3 The Influence of Transformational Leadership on Civil Servants' Job Performance in East Coast, Malaysia

In numerous studies, transformative leadership has been demonstrated to have a significant beneficial effect on employee performance in public sector organizations.

According to research in Malaysia (Ahmad et al., 2020), transformational leadership promotes trust, encourages staff growth, and motivates employees to surpass expectations. Similarly, Ningrum et al. (2022) found that when employees in Indonesia were exposed to transformational leadership, they had higher job satisfaction and performed better in all areas. Additionally, in Nigeria's public sector enterprises, Ukachi et al. (2021) identified a positive correlation between the implementation of transformational leadership and enhanced organizational performance. A thorough investigation conducted in government organizations in Dubai uncovered that organizational innovation played a crucial role in connecting transformational leadership with employee performance (Ibrahim, 2020). These results show that transformative leadership is critical to improving employee performance in public-sector organizations, regardless of cultural background.

In the Malaysian public sector, Ahmad et al. (2020) have highlighted the positive influence of transformational leadership on employee performance. A study conducted by Ramakrishnan & Abdul Lasi (2020) revealed that the personnel of the Royal Malaysian Police in Klang Valley showed improved performance when their leaders utilized a variety of strategies, including transformational leadership. In the context of transformational leadership, Teoh et al. (2022) demonstrated that employee performance in the hospitality industry was substantially influenced by idealized influence and inspirational motivation alone.

In a recent study conducted by Ahmad et al. (2025), it was discovered that while transformational leadership generally improves performance, its impact weakens when employees face excessive job demands, suggesting that leadership must be supported by realistic workloads. Additionally, Mohd Yusuff & Mohd Shokory (2025) found that supportive and transformational leadership styles directly improve civil servants' satisfaction and performance. These studies indicate that transformational leadership remains a valuable performance driver when paired with adequate support structures and manageable job conditions. Therefore, this study proposes the following hypotheses:

H3: There is a significant positive relationship between transformational leadership and civil servants' job performance in East Coast, Malaysia

2.9.4 The Influence of Employee Empowerment on Civil Servants' Job Performance in East Coast, Malaysia

Multiple studies conducted in public-sector organizations worldwide have shown the advantages of granting employees greater responsibility and autonomy in their employment. A study done in Ghana and Kenya by E. Yamoah and Deborah Afful in 2019, as well as another study by Catherine Kagucia et al. in 2020, has shown that employees who feel empowered are more successful in carrying out their job duties. The significance of empowering employees in South Africa has been emphasized as a crucial tool for improving service delivery. This has led to the suggestion of tailored methods such as mentorship and delegating to stimulate psychological growth (Mbangeleli & Ojugbele, 2021).

In contrast, studies suggest that the public sector has not fully incorporated the idea of empowerment into its institutional structure (Mbangeleli & Ojugbele, 2021). Moreover, research conducted in Indonesia found that employees who are actively involved in their work exhibit increased productivity in public service sectors and display higher levels of empowerment and accountability (Pamungkas & Wulandari, 2021). These findings emphasize the need to implement empowerment programs to enhance the work performance and competitive edge of public sector organizations.

Empowering and engaging employees greatly influences job performance in the Malaysian public sector. According to Pamungkas and Wulandari (2021), the study highlights the positive influence of human resource management techniques and work involvement on employee performance, specifically in relation to emotional commitment. A study conducted by Noor et al. (2023) uncovers a strong connection between office design and job performance, with rewards showing minimal impact. Omar Elghadi et al. (2024) also found that the connection between employee involvement and engagement is influenced by job demands, but employee motivation and self-efficacy strongly affect employee engagement. These findings illustrate the importance of workplace factors such as motivation and empowerment in enhancing the performance of public sector employees.

In addition, Omar Elghadi et al. (2024) and Noor et al. (2023) have suggested that organizations may use these findings to create better programs and activities for their employees, resulting in increased productivity and efficiency in the Malaysian public sector. Foo et al. (2025) demonstrated that empowerment significantly increases

employee motivation, which subsequently enhances job performance in the Malaysian public sector. They emphasize that employees who feel trusted and capable are more productive and proactive. Ahmad et al. (2025) also showed that empowerment plays a protective role in high-demand situations, enabling employees to maintain performance even when faced with heavy workloads. Therefore, this study proposes the following hypotheses:

H4: There is a significant positive relationship between employee empowerment and civil servants' job performance in East Coast, Malaysia

2.9.5 The Mediation of Perceived Organizational Support (POS)

Perceived organizational support (POS) pertains to employees' perceptions of the level of recognition and concern they receive from their employer (Stinglhamber & Caesens, 2020). A distinct bias is evident in the arrangement, which accentuates the corporation's prioritization of its employees (Sun, 2019). Numerous elements, including leadership, HR procedures, the workplace, and organizational justice, might influence how workers view their workplace (Sun, 2019). Studies have shown that implementing this method has led to positive outcomes, including reduced absenteeism, improved performance, and increased work satisfaction (Sun, 2019).

POS is often measured using the Survey of Perceived Organizational Support (SPOS), which was developed by Stinglhamber and Caesens in 2020. Researchers identified a diverse array of support and lack of support across a variety of fields through a qualitative study. Thus, it follows that POS ought to be viewed as a comprehensive measure of an employee's employer's appreciation (Jebb, 2020).

A recent study has examined the role of POS in the public sector. Research has shown that POS can have a beneficial impact on workplace innovation, organizational performance, and organizational citizenship behavior (OCB) (Ali & Afzal, 2021; Sari, 2022). In their study, Park and Kim (2024) uncovered an intriguing correlation between work engagement, perceived organizational support (POS), organizational citizenship behavior, and customer orientation in public sports organizations. The findings show that the significance of POS in affecting the attitudes and behaviors of public sector employees ultimately enriches organizational effectiveness.

Additionally, Ahmad et al. (2025) reported that POS moderates the negative effect of job demands on performance, where the employees perform better when they feel supported. Foo et al. (2025) found that organizational support enhances motivation, allowing satisfaction and empowerment to translate more effectively into job performance. Mohd Yusuff & Mohd Shokory (2025) also showed that supportive work environments strengthen the connection between satisfaction and performance, demonstrating POS as a key mediator in public service settings. Together, these studies confirm that POS acts as a psychological bridge, amplifying the influence of satisfaction, commitment, leadership, and empowerment on job performance. Hence, this study suggests the following hypotheses:

H5a: Perceived Organizational Support mediates the relationship between Job Satisfaction and civil servants' job performance in East Coast, Malaysia

H5b: Perceived Organizational Support mediates the relationship between Job Commitment and civil servants' job performance in East Coast, Malaysia

H5c: Perceived Organizational Support mediates the relationship between Transformational Leadership and civil servants' job performance in East Coast, Malaysia

H5d: Perceived Organizational Support mediates the relationship between Employee Empowerment and civil servants' job performance in East Coast, Malaysia

2.10 Summary of the Chapter

This literature review has investigated the diverse factors that influence employee performance in the Malaysian public sector, with a particular emphasis on the significance of job satisfaction, job commitment, transformational leadership, and employee empowerment. The review also emphasized the central mediating function of perceived organizational support (POS) in these relationships. The research highlights that internal psychological resources (satisfaction and commitment) play a crucial role in determining employee performance outputs (Ahmad et al., 2020; Alias et al., 2020).

Furthermore, studies of external organizational factors indicate that transformational leadership plays a vital role in fostering a supportive work environment that inspires high performance (Ahmad et al., 2021; Amran et al., 2021). Concurrently, employee empowerment, characterized by granting employees autonomy

and authority over their tasks, is consistently associated with improved service delivery execution (Modise, 2023).

Finally, Perceived Organizational Support (POS) acts as a vital psychological mechanism, especially within the public sector context. Rooted in Social Exchange Theory (SET), POS improves employees' emotional connection to their organization, ensuring that satisfaction, commitment, leadership, and empowerment successfully translate into heightened job performance (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). This chapter has established the theoretical groundwork, synthesized the empirical literature gaps, and presented the specific hypotheses guiding this research. The subsequent chapter provides a comprehensive explanation of the research methodology and analytic techniques selected for this study.

Table 2.2
Summary Of Research Hypotheses By Research Objective

Research Objective	Hypothesis
Research objective 2: To investigate the influence of job satisfaction, job commitment, leadership behavior, and employee empowerment on job performance in the Malaysian public sector.	H1: There is a significant positive relationship between job satisfaction and civil servants' job performance in East Coast, Malaysia. H2: There is a significant positive relationship between job commitment and civil servants' job performance in East Coast, Malaysia. H3: There is a significant positive relationship between transformational leadership and civil servants' job performance in East Coast, Malaysia. H4: There is a significant positive relationship between employee empowerment and civil servants' job performance in East Coast, Malaysia.
Research Objective 3: To explore the mediating influence of perceived organizational support on the relationships between job satisfaction, job commitment, leadership behavior, employee empowerment, and job performance in the Malaysian public sector	H5a: Perceived Organizational Support mediates the relationship between job satisfaction and civil servants' job performance in East Coast, Malaysia. H5b: Perceived Organizational Support mediates the relationship between job commitment and civil servants' job performance in East Coast,

Research Objective	Hypothesis
	Malaysia. H5c: Perceived Organizational Support mediates the relationship between transformational leadership and civil servants' job performance in East Coast, Malaysia. H5d: Perceived Organizational Support mediates the relationship between employee empowerment and civil servants' job performance in East Coast, Malaysia.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

This chapter entails a comprehensive explanation of the methodological procedures adopted in this study, detailing the systematic steps taken to investigate the factors influencing job performance among civil servants in the East Coast of Malaysia. This chapter outlined the research design, population, sampling procedures, instrumentation, data collection methods, and analytical techniques used to guide the study. The methodological structure was developed to ensure clarity, transparency, and replicability, allowing readers to understand how data were collected, processed, and interpreted to address the research objectives.

The chapter began by describing the research design and its suitability for examining behavioral variables in a public administration context. It then presented the unit of analysis and the characteristics of the target population, followed by a detailed explanation of the sample size and limitations of the sampling frame. Subsequent sections elaborated on the multi-stage sampling strategy, the step-by-step data collection process, the measurement instruments used, and the statistical techniques applied in the analysis. The chapter concluded with a summary of the methodological choices and their relevance to the study's aims.

3.2 Research Design

The research design refers to the specific strategy used to address the research's primary inquiries. If an individual decides to undertake a quantitative dissertation, the research approach primarily focuses on collecting and analyzing numerical data (Coghlan & Brydon-Miller, 2014). To achieve the objectives of the study, quantitative research methods were employed consistently. Quantitative methodology has become the prevailing approach in the field of social sciences. The term "statistical analysis" refers to a collection of methodologies and underlying assumptions employed to analyze numerical patterns with the aim of investigating human behavior, society, and the economy (Coghlan & Brydon-Miller, 2014).

Quantitative studies involve the collection of a diverse range of numerical data and aim to improve our understanding of society by producing new data. Quantitative methodologies are frequently employed by researchers in the social sciences, particularly those investigating the impact of communication on individuals (Albudaiwi, 2018). The objective of researchers in the field of social science is to gain a comprehensive understanding of human behavior. Quantitative analysis refers to a scientific inquiry method that utilizes numerical data acquired through observation or measurement to address inquiries concerning a sample population (Albudaiwi, 2018).

A cross-sectional survey design was chosen because it enabled data to be collected from a large number of respondents at a single point in time. This approach is commonly used in public sector studies, where the aim is to assess existing attitudes, behaviors, and organizational conditions without manipulating any variables. Several previous studies within the Malaysian civil service context have also utilized cross-sectional survey designs to examine employee perceptions, workplace behaviors, and public-sector performance. This design was particularly suitable when studying civil servants, as their work structures, organizational processes, and administrative contexts are relatively stable within a defined period, allowing the study to capture an accurate snapshot of their work experiences. Therefore, the study design focused exclusively on individuals working in the public sector in the Eastern Coast of Malaysia, which consists of the states of Pahang, Kelantan, and Terengganu.

3.3 Unit of Analysis

The unit of analysis refers to the main entity being examined in the research (Neuman, 2014). For this study, the unit of analysis was the individual civil servant employed in federal or state government agencies located in the East Coast region of Malaysia. The selection of the unit of analysis was crucial in establishing the appropriate definition of variables, which are the specific elements being measured in the collected data (Aransiola, 2022). It was important for the unit of analysis to be clear as it explained the employee perception on the relationship between the independent variables and job performance that analyzed the individual, which refers to government officials in Malaysia.

This unit of analysis also aligned with the survey-based approach adopted in the study. Since the respondents provided self-reported measures of their attitudes and behaviors, individual civil servants represented the most meaningful and relevant unit for measurement. Additionally, public administration research frequently uses individual-level units of analysis when examining topics such as employee performance, job satisfaction, and organizational commitment, making this the most theoretically and methodologically appropriate choice. For this study, the individual civil servants working in the Federal and State Governments of the East Coast Region, which encompasses Pahang, Kelantan, and Terengganu, were analyzed. These study samples were used due to a lack of studies on civil servants specifically in the Eastern Coast of Malaysia (Stiftung, 2022).

The correlations between job performance and these qualities became more apparent when empowered individuals demonstrated job commitment, experienced work pleasure, and were led by transformational leaders. By serving as an intermediary between the aforementioned elements, perceived organizational support contributed to the establishment of a work environment that enhanced the influence of the independent factors on job performance. Respondents were required to complete these in order to complete the questionnaire for this study.

3.4 Population of the Study

The population of a study refers to the entire group of individuals who possess the characteristics of interest and from whom the research sample is drawn (Sekaran & Bougie, 2020). In this study, the target population comprises civil servants employed in federal and state government agencies located in the East Coast region of Malaysia, specifically the states of Kelantan, Terengganu, and Pahang. These states form an important administrative cluster with distinct economic, cultural, and socio-political characteristics that influence public-sector operations and employee behavior.

Although Malaysia had approximately 1.3 million civil servants nationwide as of 2024, the exact number of civil servants posted in each of the three East Coast states is not publicly available through the Public Service Department (JPA), the Department of Statistics Malaysia (DOSM), or the state service commissions. Existing publicly accessible statistics categorize civil servants by their state of origin rather than by their

current assignment or posting. Due to this limitation, the study acknowledges the lack of a precise population frame for civil servants in Kelantan, Terengganu, and Pahang.

Nevertheless, the civil service workforce in each of these states is large and diverse, consisting of employees serving under ministries, departments, local authorities, statutory bodies, and state secretariat offices. The size and functional diversity of the civil service in the East Coast region make it suitable for a behavioral and organizational study that requires variability in respondent characteristics.

3.5 Sample Size

Sample size refers to the number of experimental units required for a study and is a critical component of the research design, affecting the reliability and validity of the results (Amir et al., 2020). Numerous aspects, such as the study design, primary outcome, sampling strategy, dropout rate, effect size, power, significance level, and standard deviation, must be considered to determine the ideal sample size (Gumpili & Das, 2022). An insufficient sample size can result in unidentified effects or resource waste, whereas a suitable size allows for the detection of clinically important outcomes (Amir et al., 2020).

Structural Equation Modeling (SEM) is based on covariance. There are five considerations that affect the sample size required for SEM: multivariate normality of data, estimation techniques, model complexity, the amount of data lost, and the average error variance between reflective indicators. Hair et al. (2010) recommended a sample size of 200 to provide a solid basis for estimation. The sample size is also subject to the complexity of the model. As the model becomes more complex, with more constructs and parameters to be estimated, larger samples are required. Hair et al. (2010) suggested the following for a minimum sample size based on model complexity:

a. A minimum sample size of 100 with models containing five or fewer constructs, each with more than 3 items, and with item communality high from 0.6 or higher,
b. Minimum sample size of 150 with models of seven or fewer constructs, moderate communality of 0.5, and no under-identified constructs,
c. Minimum sample size of 300 with models of seven or fewer constructs, lower item communality below 0.45, and multiple unidentified,

d. A minimum sample of 500 for models with a larger number of constructs, some with lower item communality, and with fewer than three measured items.

Therefore, based on these recommendations, this study initially targeted a total sample size of 360 respondents. This number was sufficiently large to satisfy SEM requirements. This target size was specifically justified by the model's complexity, which included six latent constructs (Job Satisfaction, Job Commitment, Transformational Leadership, Employee Empowerment, POS, and Job Performance) and a total of 31 measurement items. Given that the model included multiple estimated paths and explored the mediating influence of perceived organizational support (POS), a sample of 360 provided a robust basis for stable parameter estimation.

The planned sample size also accounted for potential non-response and missing data. During the data collection period, many civil servants were experiencing peak administrative schedules characterized by heavy workloads and back-to-back meetings. Due to these severe time constraints, 58 questionnaires were excluded because they were either unreturned, severely incomplete, or exhibited unengaged answering patterns. Consequently, exactly 302 usable responses were retained. This final sample size of 302 remained adequate to maintain statistical power to detect meaningful effects in the public administration context.

3.6 Sampling Technique

The sampling technique refers to the procedures used to select respondents from a population (Neuman, 2014). This study adopted a multi-stage sampling strategy to ensure representativeness and practicality in accessing civil servants across multiple states and administrative levels.

The sampling frame was derived from civil servants serving under ministries, departments, local authorities, and state secretariat offices in Kelantan, Terengganu, and Pahang. Access to respondents was facilitated through official emails and designated contact persons (PICs) within selected departments, who assisted with distributing the survey link. Where official staff registers were restricted, these authoritative departmental lists provided by PICs served as the primary sampling frame.

The multi-stage sampling framework formed the backbone of this study's sampling strategy. At the first stage, the East Coast region, consisting of Kelantan, Terengganu, and Pahang, was selected. Cluster sampling was employed by treating each state as a distinct cluster. Once clusters were established, civil servants were stratified into federal government employees and state government employees to ensure proportional representation. From each stratum, 60 respondents were targeted, resulting in an allocation of 120 respondents per state.

Although the initial stages incorporated cluster and stratified frameworks to structure the data collection geographically, logistical constraints and restricted physical access to certain government premises necessitated the use of purposive and convenience sampling at the final stage. Convenience sampling was used to approach respondents who were accessible and available during the data collection period, ensuring the targeted sample size was achievable despite strict access protocols and limited time frames.

Then, purposive sampling was used to ensure that respondents met specific inclusion criteria directly linked to the validity of the research constructs. Respondents needed to be currently employed in a federal or state agency based on the East Coast to align with the regional focus of the study. Furthermore, participants had to be able to comprehend Malay or English questionnaire items to ensure accurate interpretation of the behavioral and psychological nuances in the survey. By employing this combination of techniques, the study gathered data that is both representative of the regional governance structure and grounded in relevant professional experience. Therefore, this study aimed to investigate the determinants of Malaysian public sector employee performance and job performance, with a focus on the mediating influence of perceived organizational support. The civil servants in both the federal and state governments on the Eastern Coast of Malaysia, such as Pahang, Kelantan, and Terengganu, form a combined sample.

3.7 Data Collection

Following the selection of the respondents, the necessary preparations were made to collect the data from the prospective respondents. The utilization of a questionnaire was a frequently employed data collection method in quantitative research to acquire critical data. This enabled the study's findings to be generalized to

the full population (Bryman and Bell, 2015). The data collection for this study was conducted in two major phases to ensure that the questionnaire was valid, reliable, and suitable for administration to the target population. All procedures adhered to ethical standards set by UiTM and relevant public agencies.

3.7.1 Phase One: Instrument Development, Validation, and Pilot Study

In this phase, the focus was on developing and refining the questionnaire to ensure clarity, comprehensiveness, and alignment with the study variables. The initial items were adapted from established measurement scales widely used in organizational and behavioral research. These included the Job Satisfaction Survey (Spector, 1997), Organizational Commitment Scale (Meyer & Allen, 1991), Multifactor Leadership Questionnaire (Bass & Avolio, 1995), Psychological Empowerment Instrument (Spreitzer, 1995), Individual Work Performance Questionnaire (Koopmans et al., 2014), and the Survey of Perceived Organizational Support (Eisenberger et al., 1986).

Following the theoretical alignment of the instrument, a pilot study involving 50 civil servants from agencies outside the final sampling locations was conducted. The pilot study assessed the questionnaire's clarity, time required for completion, and internal consistency. Afterward, a reliability analysis was performed, and all constructs yielded Cronbach's alpha values exceeding the recommended threshold of 0.70, confirming that the items were highly reliable and suitable for full-scale administration.

3.7.2 Phase Two: Main Data Collection Process

Phase two involved administering the final questionnaire to civil servants in Kelantan, Terengganu, and Pahang. The data collection was conducted using a Google Forms link distributed through official emails and designated contact persons within selected departments. This method was selected due to its convenience, accessibility, and suitability for busy government employees. The multi-stage sampling approach guided the data collection process, ensuring that each state was represented through cluster sampling. In contrast, stratified sampling ensured proportional distribution between federal and state civil servants.

The respondents were provided with an introductory page that outlined the study's purpose, estimated completion time, assurances of confidentiality, and an informed consent declaration. The participation was voluntary, and no identifying information was collected to ensure full anonymity. Upon completion, the responses were exported into SPSS for initial screening, which included checks for missing data, inconsistent answering patterns, and outliers. The cleaned data were then prepared for advanced statistical analysis using AMOS.

3.7.3 Ethical Considerations

Finally, the ethical standards established by all cooperating organizations, as well as those set forth by UiTM's Research Ethics Committee, will be adhered to in the conduct of this study. Prior to collecting the data, we will obtain their ethical consent in accordance with UiTM's protocols for human subjects' research. All participants are required to provide their informed consent after receiving a thorough briefing on the study's objectives, their right to withdraw at any time, and assurances of confidentiality. To uphold the principles of participant privacy, the data were anonymized and will be stored securely. The findings are presented in a consolidated manner, and to ensure that the research satisfies organizational ethical criteria, we formally sought approval from the appropriate federal and state government authorities on Malaysia's East Coast.

3.8 Measurement and Instrumentation

Measurement and instrumentation in research encompass a diverse array of equipment and methodologies used to gather and analyze data (Khanafer & Shirmohammadi, 2020). Measurement tools are employed in educational research to capture self-regulated learning processes, as demonstrated by the use of think-aloud procedures and the analysis of log data (Lim et al., 2021). The efficacy of an instrument employed by researchers to gather data depends on its design, manufacture, assessment, and utilization. Researchers must recognize that failing to consider changes in measurement calibration can lead to biased data collection (Nuryanto et al., 2025).

Research data were collected using a modified questionnaire adapted from previous studies such as Spector (1997), Allen and Meyer (1991), Bass & Avolio

(1995), Spreitzer (1995), Koopmans et al. (2014), and Eisenberger et al. (1986). The questionnaire contains four main sections, namely 1) demographic information, 2) independent variables (i.e., job satisfaction, transformational leadership, job commitment), 3) mediating variable (i.e., perceived organization support), and 4) dependent variable (i.e., job performance).

A Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used to measure each questionnaire item, a commonly used approach in behavioral research to assess attitudinal variables. Additionally, Cronbach's alpha values were calculated for all variables. Cronbach's alpha is explained as excellent when the value is more than 0.9 and assumed as good ($0.8 \leq \alpha < 0.9$), acceptable ($0.7 \leq \alpha < 0.8$), questionable ($0.6 \leq \alpha < 0.7$), poor ($0.5 \leq \alpha < 0.6$), and unacceptable ($\alpha < 0.5$) (Montshiwa & Moroke, 2014).

While the original versions of these instruments were extensive, this study used a refined set of 31 items, each measured on a 5-point Likert scale. This adaptation process, specifically the condensation of scales into 5 to 6 core items per construct, was guided by methodological precedents established in recent empirical studies in the Malaysian public sector. The reduction of items was primarily necessary to maintain data quality and prevent respondent fatigue, a common challenge when surveying public sector employees with high job demands. The choice to utilize condensed scales is strongly supported by the extant literature. For instance, in measuring Transformational Leadership, this study's adaptation of Bass and Avolio's scale to 5 items aligns with the methodology of Ahmad et al. (2025), who successfully reduced the original Multifactor Leadership Questionnaire (MLQ) from 14 items down to 7 retained items for public service employees. Similarly, Ahmad et al. (2021) adapted Bass and Avolio's framework, ultimately retaining a condensed set of items after deletion to meet validity criteria.

For Employee Empowerment, the adaptation of Spreitzer's (1995) framework into a 5-item scale is consistent with recent structural equation modelling research in Malaysia; for example, Ahmad et al. (2021) successfully reduced Spreitzer's scale to meet strict validity thresholds. Furthermore, Foo et al. (2025) effectively measured empowerment in the public sector using a concise 6-item scale focusing specifically on autonomy, job control, and the ability to make decisions, which mirrors the specific items selected for this current study.

The scales for Job Performance, Job Commitment, and Job Satisfaction were similarly grounded in local empirical practices. Noor et al. (2023) demonstrated the

efficacy of short form measures by utilizing exactly 5 items to successfully measure job performance among government servants. In assessing Job Commitment, the decision to use a condensed 6-item scale reflecting emotional connection and moral obligation aligns with the approach of Amran et al. (2021), who adapted prior research into concise 4- to 5-item subscales for government agencies in Kelantan. Finally, measuring Job Satisfaction via a condensed 5-item metric is methodologically supported by Foo et al. (2025), who achieved robust results using just 4 items to evaluate work satisfaction, flexible hours, and enjoyment among civil servants.

By anchoring the item selection in these specific, empirically validated Malaysian public sector studies, the instrument maintained rigorous construct validity while ensuring the survey length remained practical for the respondents. The reliability of these specific adapted items was then empirically confirmed through the pilot study phase of this research, successfully yielding acceptable Cronbach's alpha thresholds prior to actual data collection. A comprehensive measurement table summarising the constructs, sources, number of items, example items, and scale formats is presented below.

Table 3.1
Summary Of Measurement Instruments

No	Construct	Source	No. of Items	Sample Item	Scale
1	Job Satisfaction	Spector (1997)	5	1. I am satisfied with my current work environment. 2. My workplace provides me with all the necessary resources to do my job well. 3. I feel that my job utilizes my skills and abilities well. 4. I am satisfied with my current salary and benefits. 5. The rewards I receive are fair for the work I do.	1–5 Likert
2	Job commitment	Meyer & Allen (1991)	6	1. I feel emotionally connected to the organization because it holds great personal meaning for me. 2. I feel a strong sense of belonging to the organization. 3. Leaving this organization would cause significant personal or professional challenges for me. 4. Staying with the organization is a matter of necessity and desire for me. 5. I believe it is unethical to frequently move from one organization to another. 6. One of the major reasons I continue to work for the organization is my sense of loyalty and moral obligation.	1–5 Likert
3	Transformational Leadership	Bass & Avolio (1995)	5	1. My employer communicates a clear vision for change and inspires others to embrace it. 2. My employer challenges existing practices to promote innovation and improvement.	1–5 Likert

				3.	My employer motivates team members to work towards achieving impactful organizational changes.	
				4.	My employer encourages new ways of thinking to address challenges effectively, such as improving productivity, managing tight deadlines, or overcoming resource limitations.	
				5.	My employer demonstrates commitment to achieving long-term improvements in the organization.	
4	Employee Empowerment	Spreitzer (1995)	5	1.	The work I do is very important to me.	1–5 Likert
				2.	The activities I perform in my job, such as contributing to team goals, improving efficiency, or delivering quality results, are personally meaningful to me.	
				3.	I am confident about my ability to do my job.	
				4.	I can decide on my own how to go about doing my work.	
				5.	I have control over the tasks and decisions in my work environment.	
5	Job Performance	Koopmans et al. (2014)	5	1.	I complete my tasks accurately and within the designated time frame.	1–5 Likert
				2.	I produce high-quality work in my daily tasks.	
				3.	I frequently go beyond my job responsibilities to help colleagues or improve team performance.	
				4.	I demonstrate initiative and	

					proactively suggest improvements in my work processes. 5. I address work-related issues constructively with my employer.	
6	Perceived Organizational Support	Eisenberger et al. (1986)	5	1. 2. 3. 4. 5.	My organization values my contribution to its overall success, whether through improving work processes, supporting team goals, or delivering work quality results. My organization really cares about my well-being. My organization takes pride in my accomplishments at work. My organization cares about my job satisfaction at work. The organization is willing to make efforts to help me perform my job to the best of my ability.	1–5 Likert

.

3.9 Data Analysis

The research used Structural Equation Modeling (SEM) as the primary data analysis technique to examine the complex relationships among variables. Before conducting the advanced analysis in AMOS, the raw data underwent rigorous initial screening in SPSS. This process included specific checks for missing data, outliers, and inconsistent answering patterns to ensure the integrity and quality of the dataset. This ensures that the structural model analysis, including the assessment of the mediation effect of POS, is based on a clean and reliable statistical foundation.

This study utilized Covariance-Based Structural Equation Modeling (CB-SEM) via AMOS rather than Partial Least Squares (PLS-SEM). According to Hair et al. (2010), CB-SEM is preferred for theory testing and confirmation, whereas PLS-SEM is better suited for exploratory research and theory development. This is because the conceptual framework of this study is grounded in well-established theories (i.e., Social

Exchange Theory) and utilizes highly validated measurement scales. CB-SEM via AMOS was the most methodologically rigorous choice. Furthermore, AMOS is highly effective for testing complex models with mediating mechanisms when the sample size is adequate (N > 300) and the data meet normality assumptions.

The goodness-of-fit test is used for path analysis, which uses the following measurements (Hair et al., 2010):

- Goodness-of-fit Index (GFI) (≥ 0.90)
- Tucker-Lewis Index (TLI) (≥ 0.90)
- Comparative Fit Index (CFI) (≥ 0.90)
- Normed Fit Index (NFI) (≥ 0.90)
- Root Mean Square Error of Approximation (RMSEA) (<0.08)
- Chi-Square/degree of freedom ratio (χ2/df) (<5.0)

This investigation additionally evaluated discriminant and convergent validity. Convergent validity examines the extent to which a test, specifically designed to evaluate a specific concept, is correlated with other tests that also evaluate the same concept. Convergent validity is considered to be established when the composite reliability (CR) and average variance extracted (AVE) are both more than 0.70 and 0.50, respectively, as stated by Hair et al. (2010).

The Fornell-Larcker (1981) criteria and cross-loading assessment were used to assess the discriminant validity. Discriminant validity is confirmed when the square root of the average variance extracted (AVE) exceeds the correlation across constructs, and the correlation value between the constructs falls within the range of 0.50 to 0.85 (Fornell & Larcker, 1981). The constructs' strongest relationships with their indicators are guaranteed by the discriminant validity assessment (Hair et al., 2010). The mediation effect was tested using structural model analysis in the last stage. The PROCESS macro validated the mediational model proposed by Hayes and Preacher (2013). SPSS will facilitate the analysis, providing robust statistical tools for conducting these advanced techniques (Field, 2013)

3.10 Summary of the Chapter

In conclusion, Chapter 3 provided a detailed explanation of the methodological procedures employed in this study, covering research design, population, sampling strategies, data collection phases, measurement instruments, and data analysis techniques to evaluate the performance of government employees in East Coast Malaysia. This study employed a multi-stage sampling method to ensure representation of government officials from the states of Pahang, Kelantan, and Terengganu. A representative sample was drawn encompassing both federal and state civil officials. A comprehensive analysis of the determinants of job performance was achievable. The application of Structural Equation Modeling (SEM) using AMOS was used to interpret complex relationships among variables following the preliminary statistical analysis conducted in SPSS. The safeguarding of participants necessitated comprehensive ethical protocols, encompassing informed consent and the confidentiality of data. This process was executed through meticulous data collection and comprehensive analysis.

CHAPTER 4
RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the study's findings, starting with the pilot study conducted to test the reliability of the research instrument, followed by the main data analysis. Structural Equation Modeling (SEM) using AMOS was employed to examine the relationships among variables and to validate the proposed model through both the measurement and structural models. The measurement model was assessed for reliability, goodness-of-fit, convergent validity, and discriminant validity using established criteria (Hair et al., 2010; Fornell & Larcker, 1981). Model fit was evaluated through indices including GFI, TLI, CFI, NFI, RMSEA, and $\chi 2/df$, while convergent validity was confirmed through composite reliability (CR) and average variance extracted (AVE), and discriminant validity through the Fornell-Larcker criterion and cross-loadings

4.2 Pilot Study

Conducting a sound research study with an appropriate design and precise execution is imperative for achieving superior results. Performing a feasibility or pilot study before carrying out a full-scale research project can be highly advantageous, as it allows researchers to test procedures, identify design issues, and refine methods to improve the likelihood of success in the larger study (Simkus, 2023). The phrase 'pilot studies' pertains to scaled-down iterations of a comprehensive study, also known as 'feasibility' studies, and the precise preliminary testing of a particular research tool, such as a questionnaire or interview schedule (Roland & Gilbert, 2002). In the realm of research, the inclusion of pilot studies is deemed essential for a well-designed study. The execution of a pilot does not guarantee success in the main study; however, it does enhance the probability of success. Preliminary investigations, commonly known as pilot studies, serve a multitude of significant purposes and can offer insightful contributions to the research community (Roland & Gilbert, 2002).

There is a need for increased discourse among researchers regarding the procedural and resultant aspects of pilot studies. A pilot study offers the benefit of providing forewarning regarding potential areas of failure in the main research project, such as non-compliance with research protocols, unsuitability, or complexity of proposed methods or instruments. Preliminary investigations, known as pilot studies, may utilize either quantitative or qualitative methodologies. In the case of extensive research endeavors, multiple pilot studies may be conducted prior to the primary survey (Roland & Gilbert, 2002). Researchers may initiate their study by conducting qualitative data collection and analysis on a topic that has not been extensively explored. The findings from this phase can then be utilized to develop a subsequent quantitative phase of the study.

When administering a pilot test, it is essential to consider various reliability coefficients. Cronbach's alpha is a statistical measure used to assess the internal consistency of a set of items in a sample. It determines the degree to which the items in the sample are interrelated, regardless of whether they have been standardized. This method is considered to be highly effective. In cases where the particulars lack uniformity, they may be consolidated by means of calculating the mean covariance among the constituent components. This resultant value can be interpreted as a correlation coefficient in accordance with Cronbach's alpha, which is bounded between 0 and 1.

This pilot study involved 50 civil servants from the East Coast of Malaysia, mirroring the main study's target population, to ensure the reliability and validity of the questionnaire instrument. According to Cooper and Schindler (2013), this number of respondents is sufficient, as the appropriate range for a pilot study is 25-100 participants. Spector (1997) adapted five items in measuring job satisfaction. Then, to measure job commitment, six items are adapted from Allen and Meyer’s (1991). Next, five items on transformational leadership behavior are adapted from Bass & Avolio (1995). Additionally, five items on employee empowerment were adapted from Spreitzer (1995). Five items in measuring job performance are adapted from Koopmans et al. (2014). Finally, Perceived Organizational Support items were engaged from Eisenberger et al. (1986).

4.2.1 Validity Assessment

An exploratory factor analysis (EFA) was conducted to assess the construct validity of the measurement instrument used in the pilot study. Principal Component Analysis (PCA) with Varimax rotation was employed to examine the underlying factor structure of the items measuring Job Satisfaction, Job Commitment, Transformational Leadership Behavior, Employee Empowerment, Perceived Organizational Support, and Job Performance.

Prior to extracting the factors, the suitability of the data for factor analysis was assessed. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity were used to assess whether the data met the necessary assumptions.

As shown in Table 4.1, the KMO value was 0.812, exceeding the recommended threshold of 0.60. Furthermore, Bartlett's Test of Sphericity reached statistical significance ($\chi 2$= 1422.15, df = 465, $\rho < .001$). These results indicate that the correlations between items were sufficiently large for PCA and that the pilot sample was adequate for the analysis.

Table 4.1
KMO And Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		**.812**
Bartlett's Test of Sphericity	Approx. Chi-Square	1422.15
	df	465
	Sig.	.000

The communalities were also examined to ensure that the extracted components adequately represented the variables. The analysis indicated that all retained items recorded extraction values above the recommended threshold of 0.50. This demonstrates that the items shared sufficient common variance and were adequately represented by the extracted components.

The Total Variance Explained results in Table 4.2 show that six components with eigenvalues greater than one were extracted, collectively accounting for 81.42% of the total variance. The first component explained 32.15% of the variance, followed by the remaining five components, which accounted for the remaining variance.

Table 4.2
Total Variance Explained

Component	Initial Eigenvalue Total	% of Variance	Cumulative %	Rotation Sums of Squared Loadings Total	% of Variance
1	9.966	32.418	32.148	6.544	21.110
2	4.221	13.616	45.764	4.882	36.858
3	3.554	11.465	57.229	4.120	50.148
4	2.998	9.639	66.868	3.665	61.971
5	2.441	7.784	74.742	3.221	72.361
6	2.071	6.678	81.420	2.808	81.420

Next, the Rotated Component Matrix (Table 4.3) details the factor loadings for each item. The analysis revealed a clear structure where items loaded strongly onto distinct components with values surpassing the 0.50 cut-off.

Table 4.3
Rotated Component Matrix

Rotated Component Matrix[a]						
	Component					
	1	2	3	4	5	6
JS1	.865					
JS2	.842					
JS3	.815					
JS4	.799					
JS5	.834					
JC1		.856				
JC2		.881				
JC3		.823				
JC4		.795				
JC5		.762				
JC6		.745				
TL1			.889			
TL2			.865			

TL3			.812			
TL4			.788			
TL5			.845			
EE1				.832		
EE2				.815		
EE3				.798		
EE4				.765		
EE5				.789		
POS1					.821	
POS2					.854	
POS3					.776	
POS4					.798	
POS5					.765	
JP1						.812
JP2						.845
JP3						.789
JP4						.766
JP5						.743

Note: Factor loadings below 0.50 are suppressed. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization

The rotated matrix reveals six distinguished factors, supporting the discriminant validity of all constructs. The items measuring Job Satisfaction loaded exclusively on the first component, while the six Job Commitment items formed a distinct second factor. Similarly, items measuring Transformational Leadership Behavior and Employee Empowerment clustered cleanly on the third and fourth components, respectively. Finally, Perceived Organizational Support was extracted as the fifth component, and Job Performance items loaded on the sixth component. This clean separation of items into six components confirms that the respondents in the pilot study were able to distinguish between the theoretical constructs. Overall, the EFA results provide strong evidence of construct validity. These findings fully support the proceedings of the reliability analysis and validate the instrument for use in the main study.

4.2.2 Reliability and Normality Analysis

Having established satisfactory construct validity through factor analysis, reliability analysis was subsequently conducted to assess the internal consistency of the measurement items prior to the main study. As indicated by the distinct factor loadings in the previous section, the items are expected to demonstrate high internal consistency. Table 4.4 shows the results of the Cronbach's Alpha test for each construct item. The Cronbach's Alpha reliability coefficient value for this questionnaire instrument is 0.879 to 0.957. Therefore, the Cronbach's Alpha value for the item statement is assessed as good and acceptable. Internal consistency reliability is commonly assessed using Cronbach's alpha, with heuristic thresholds suggesting that values of 0.70 or above indicate acceptable reliability, while values of 0.60–0.70 may be tolerated in exploratory research contexts (Pallant, 2016).

In addition to reliability, the normality of the data was assessed using skewness and kurtosis values. For the detailed skewness and kurtosis results of all study variables, refer to Table 4.4. The skewness values ranged from -1.630 to -1.109, while kurtosis values ranged from -0.088 to 0.834. These results fall within the recommended thresholds for univariate normality, where skewness within ±2 and kurtosis within ±7 is considered acceptable for SEM analysis (Hair et al., 2022; Kline, 2018). This indicates that the distribution of the pilot data does not violate normality assumptions and is suitable for subsequent Confirmatory Factor Analysis (CFA) and structural modeling procedures.

The five-point Likert scale also allows researchers to measure respondents' degree of agreement or disagreement with statements presented in a questionnaire. This scale offers a range of response options, from "strongly disagree" to "strongly agree," providing a more nuanced understanding of respondents' opinions. SEM analysis is carried out in two stages: the measurement model and the structural model.

Table 4.4
Measurements Of Variable

Variables	Items	Cronbach's Alpha	Skewness	Kurtosis
Job Satisfaction	JS1: I am satisfied with my current work environment. JS2: My workplace provides me with all the necessary resources to do my	0.957	-1.223	0.181

	job well. JS3: I feel that my job makes use of my skills and abilities well. JS4: I am satisfied with my current salary and benefits. JS5: The rewards I receive are fair for the work I do.			
Job Commitment	JC1: I feel emotionally connected to the organization because it holds great personal meaning for me. JC2: I feel a strong sense of belonging to the organization. JC3: Leaving this organization would cause significant personal or professional challenges for me. JC4: Staying with the organization is a matter of necessity and desire for me. JC5: I believe it is unethical to frequently move from one organization to another. JC6: One of the major reasons I continue to work for the organization is my sense of loyalty and moral obligation.	0.933	-1.407	0.475
Transformational Leadership Behavior	TL1: My employer communicates a clear vision for change and inspires others to embrace it. TL2: My employer challenges existing practices to promote innovation and improvement. TL3: My employer motivates team members to work towards achieving impactful organizational changes. TL4: My employer encourages new ways of thinking to address challenges effectively, such as improving productivity, managing tight deadlines, or overcoming resource limitations.	0.936	-1.109	-0.888

	TL5: My employer demonstrates commitment to achieving long-term improvements in the organization.			
Employee Empowerment	EE1: The work I do is very important to me. EE2: The activities I perform in my job, such as contributing to team goals, improving efficiency, or delivering quality results, are personally meaningful to me. EE3: I am confident about my ability to do my job. EE4: I can decide on my own how to go about doing my work. EE5: I have control over the tasks and decisions in my work environment.	0.898	-1.630	0.834
Perceived Organizational Support (POS)	POS1: My organization values my contribution to its overall success, whether through improving work processes, supporting team goals, or delivering work quality results. POS2: My organization really cares about my well-being. POS3: My organization takes pride in my accomplishments at work. POS4: My organization cares about my job satisfaction at work. POS5: The organization is willing to make efforts to help me perform my job to the best of my ability.	0.892	-1.450	0.620
Job Performance	JP1: I complete my tasks accurately and within the designated time frame. JP2: I produce high-quality work in my daily tasks. JP3: I frequently go beyond my job responsibilities to help colleagues or improve team performance. JP4: I demonstrate initiative and proactively suggest improvements in	0.879	-1.399	0.569

	my work processes. JP5: I addressed work-related issues constructively with my employer.

Source: Author's own work

4.3 Full-Scale Study Findings

This section presents the major findings of the study.

4.3.1 Demographic Profile

Table 4.5
Demographic Profile (n=302)

Profile	Frequency (n)	Percentage (%)
1. Gender		
Male	107	35.4
Female	195	64.6
2. Age		
18-20 years old	0	0
21-35 years old	102	33.8
36-45 years old	94	31.1
46-55 years old	70	23.2
56 years old and above	36	11.9
3. Race		
Malay	295	97.7
Chinese	3	1.0
Indian	3	1.0
Others	1	0.3
4. Highest Educational Level		
Sijil Pelajaran Malaysia (SPM) or equivalent / atau setaraf	37	12.3
Sijil Tinggi Persekolahan Malaysia (STPM) or equivalent / atau setaraf	6	2.0
Diploma	87	28.8

	Bachelor's Degree / Ijazah Sarjana Muda	149	49.3
	Master's Degree / Ijazah Sarjana	23	7.6
	Doctorate / Doktor Falsafah (Ph.D.)	0	0
	Professional Qualification (e.g., ACCA, CPA) / Kelayakan Profesional (contoh: ACCA, CPA)	0	0
	Others / Lain-lain	0	0
5.	State of working place		
	Pahang	105	34.8
	Kelantan	110	36.4
	Terengganu	87	28.8
6.	Type of Government		
	Federal Government	147	48.7
	State Government	155	51.3
7.	Service Tenure		
	Less than one year	3	1.0
	1-5 years	55	18.2
	6-10 years	76	25.2
	11-20 years	100	33.1
	More than 20 years	68	22.5
8.	Income Level		
	Less than RM 2,000	10	3.3
	RM 2,001 to RM 3,500	58	19.2
	RM 3,501 to RM 5,000	106	35.1
	RM 5,001 to RM 7,000	42	13.9
	More than RM 7,000	86	28.5
9.	Marital Status		
	Single	73	24.2
	Married	215	71.2
	Widowed	8	2.6
	Divorced	6	2.0

Source: Author’s own work

Based on Table 4.5, this study involved 302 respondents, comprising 195 females (64.6%) and 107 males (35.4%). In research, the response rate is calculated by dividing the number of completed responses by the total number of individuals invited to participate and then multiplying by 100 (Frey, 2018). A higher response rate generally indicates more reliable and valid data because it reduces the risk of non-response bias (Frey, 2018). The research achieved a response rate of 79.33%, which Fincham (2008) suggests is a desirable outcome for the Editor and Associate Editors of the Journal, as it is typically aimed for in studies (Fincham, 2008). Most respondents are over 21, with 102 (33.8%). This followed with 36-45 (n=94, 31.1%), 46-55 (n=70, 23.2%), and 56 years old and above (n=36, 11.9%). Next, the majority of the respondents are Malay (n=295, 97.7%), followed by Chinese (n=3, 1.0%), Indian (n=3, 1.0%), and others, which are Iban (n=1, 0.3%).

Regarding educational attainment, most respondents have obtained a bachelor's degree (n=149, 49.3%). This was followed by Diploma (n=87, 28.8%), Sijil Pelajaran Malaysia (SPM) or equivalent (n=37, 12.3%), Master's Degree (n=23, 7.6%), and Sijil Tinggi Pelajaran Malaysia (STPM) or equivalent (n=6, 2.0%). Furthermore, the majority of the respondents, who were civil servants, worked in Kelantan (n=110, 36.4%), followed by Pahang (n=105, 34.8%) and Terengganu (n=87, 28.8%). Among the respondents, there are two types of civil servants on the Eastern Coast of Malaysia: State Government (n=155, 51.3%) and Federal Government (n=147, 48.7%).

In evaluating the service tenure of the respondents, most respondents have worked 11-20 years (n=100, 33.1%), followed by 6-10 years (n=76, 25.2%), more than 20 years (n=68, 22.5%), 1- 5 years (n=55, 18.2%), and less than a year (n=3, 1.0%). In addition, the highest number of respondents for income level is RM 3,501 to RM 5,000 (n=106, 35.1%). Then followed by, more than RM 7,000 (n=86, 28.5%), RM 2,001 to RM 3,500 (n=58, 35.119.2%), RM 5,001 to RM 7,000 (n=42, 13.9%), and less than RM 2,000 (n=10, 3.3%). Lastly, the highest number of marital status is married couples (n=215, 71.2%), followed by singles (n=73, 24.2%), widowed (n=8, 2.6%), and divorced (n=6, 2.0%). The findings reveal a broad and diverse representation of civil servants, indicating that the sample accurately reflects the demographic composition of public-sector employees in Kelantan, Terengganu, and Pahang.

Overall, the results show that the majority of the respondents were female (64.6%), Malay (97.7%), and married (71.2%). In terms of age distribution, most respondents were between 21 and 35 years old (33.8%) and 36 to 45 years old (31.1%),

reflecting a predominantly working-age population actively engaged in public administration roles. Most respondents were also well-educated, with almost half holding a bachelor's degree (49.3%). Regarding employment characteristics, slightly more respondents served under the state government (51.3%) compared to the federal government (48.7%), and the majority had 11–20 years of service (33.1%). Following the demographic analysis, this study further examines the overall level of civil servant performance in the East Coast to address Research Objective 1.

4.3.2 Levels of Study Variables

This subsection presents the descriptive analysis for all study variables to identify the current levels of job performance, job satisfaction, job commitment, transformational leadership, employee empowerment, and perceived organizational support among civil servants in the East Coast of Malaysia. While original measurement scales, such as the Individual Work Performance Questionnaire (IWPQ) by Koopmans et al. (2014), often comprise multiple items across various dimensions, this study utilized condensed scales adapted for the Malaysian public sector context to minimize respondent fatigue. Consequently, in alignment with the operationalization of this study, all variables were evaluated as unidimensional constructs.

To accurately interpret the mean scores, a 5-level categorization scale was established based on equal interval widths of 0.80 (Pimentel, 2010). The interpretation scale is as follows: 1.00 to 1.80 (Very Low), 1.81 to 2.60 (Low), 2.61 to 3.40 (Moderate), 3.41 to 4.20 (High), and 4.21 to 5.00 (Very High). The summary of the descriptive statistics is presented in Table 4.6.

Table 4.6
Descriptive Statistics And Levels Of Study Variables

Variable	N	Mean	Std. Deviation	Min	Max	Interpretation
Job Performance	302	3.5940	1.25916	1.40	4.80	High
Job Satisfaction	302	3.5934	1.29705	1.20	5.00	High
Job Commitment	302	3.6164	1.29441	1.33	4.67	High
Transformational Leadership	302	3.6238	1.22258	1.40	4.80	High
Employee Empowerment	302	3.5887	1.28586	1.20	4.60	High

Perceived Organizational Support	302	3.5967	1.23960	1.40	4.60	High

As shown in Table 4.6, the dependent variable, job performance, had a mean score of 3.5940 (SD = 1.259), which fell within the 3.41-4.20 range, indicating a high level of performance among the respondents. The minimum value of 1.40 and the maximum value of 4.80 suggest some variability in performance perceptions. However, the data confirm that the majority of respondents self-reported high levels of job performance.

Similarly, the analysis of the independent variables revealed that civil servants experience high levels across all organizational and psychological factors. Job satisfaction had a mean score of 3.5934 (SD = 1.297), and job commitment had a mean of 3.6164 (SD = 1.294). Transformational leadership and employee empowerment also recorded high mean scores of 3.6238 (SD = 1.223) and 3.5887 (SD = 1.286), respectively. Finally, the mediating variable, perceived organizational support, had a mean score of 3.5967 (SD = 1.240), indicating a high level of perceived support among respondents. These findings fulfill Research Objective 1 by establishing the current level of civil servant job performance in the East Coast region.

4.3.3 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is a multivariate statistical technique that is used to test the measurement model of latent constructs by examining the relationships between observed variables and their underlying theoretical factors (Brown, 2015). Unlike exploratory factor analysis (EFA), which identifies potential factor structures without prior assumptions, CFA is theory-driven and requires the researcher to specify the hypothesized model in advance (Kline, 2018).

CFA is also commonly used in structural equation modeling (SEM) to assess the validity and reliability of latent constructs, as it enables researchers to evaluate model fit using various indices (Hair et al., 2021). For example, the Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Tucker-Lewis Index (TLI) provide evidence of how well the proposed model represents the actual data (Hooper et al., 2008).

In organizational and behavioral studies, CFA plays a crucial role in ensuring that the measurement items will accurately represent theoretical concepts such as job satisfaction, leadership, empowerment, and performance. By establishing convergent and discriminant validity, CFA enhances the robustness of findings and strengthens the theoretical contribution of the research (Brown, 2015; Byrne, 2010).

For the present study, CFA is employed to validate the measurement model of six constructs, which are job satisfaction, job commitment, transformational leadership, employee empowerment, perceived organizational support, and job performance among civil servants in the East Coast of Malaysia. Although constructs such as transformational leadership and job performance are inherently multidimensional, they were treated as unidimensional in this study. This decision was driven by the use of condensed measurement scales (5 to 6 items per construct), which were deliberately refined to prevent respondent fatigue, a significant challenge when surveying civil servants with high job demands. Existing public sector studies in Malaysia successfully utilized similar shortened, unidimensional adaptations to maintain rigorous construct validity while ensuring survey practicality. This step is essential to confirm that the survey items reliably measure the intended constructs and to ensure that the proposed theoretical framework accurately reflects respondents' perceptions. Conducting CFA also provides a solid foundation for subsequent structural model analysis, which

examines the relationships between these constructs in explaining civil servant job performance.

The model can be tested for suitability by looking at the Goodness of Fit value. The results of the CFA are obtained by examining factor loadings and model fit criteria. The loading factor limit is 0.5, meaning that items with a loading factor of less than 0.5 are deleted and not included in the following calculation. Regarding the measurement model in this study, no items were removed because all factor loadings for the 31 indicators exceeded the 0.50 threshold, ranging from 0.854 to 0.968. This confirms that all items significantly contribute to their respective latent constructs without the need for model modification. The model fit results in AMOS comprise the following indexes/parameters: Root Mean Square Error of Approximation (RMSEA), Goodness-of-Fit Index (GFI), Comparative Fit Index (CFI), and Tucker–Lewis Index (TLI). The GFI, CFI, and TLI values ≥ 0.90 indicate a reasonable fit (Hu & Bentler, 1998). If the CMIN/DF value is ≤ 3, it indicates an acceptable fit (Kline, 2018). RMSEA values less than 0.06 often indicate a good fit (Hu & Bentler, 1999). As shown in Figure 4.1, all loadings are above 0.50, which indicates the variables used are valid. Overall, the SEM model achieved the following fitness indexes: CMIN/DF = 1.814, CFI = 0.96, GFI = 0.920, TLI = 0.950, and RMSEA = 0.052.

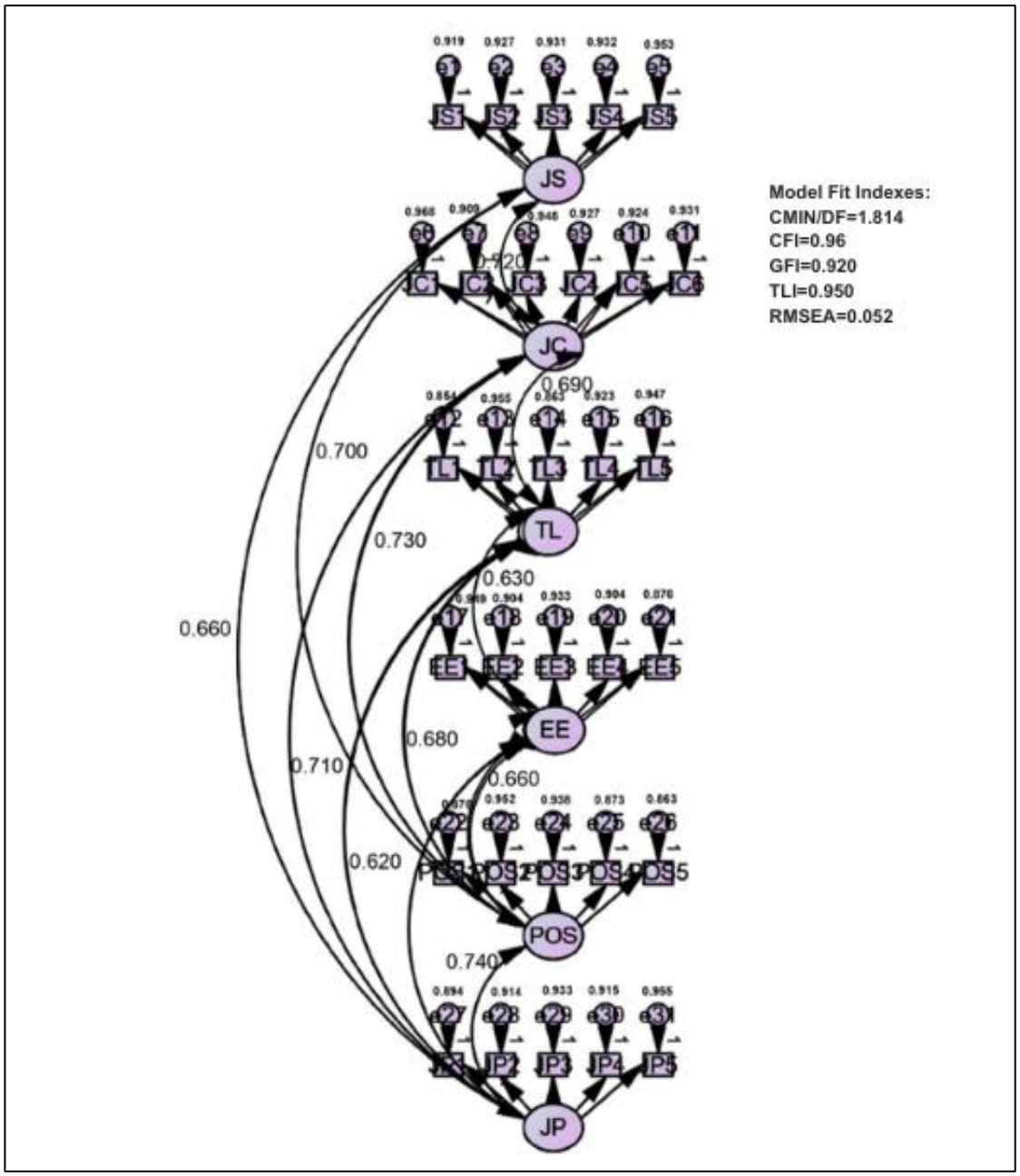

Figure 4.1 CFA Model

Source: Author's own work

4.3.4 Validity and Reliability Assessment

After going through the CFA process, unidimensionality, validity, and reliability were assessed before proceeding with the structural equation model (SEM). Referring to Table 4.7, it was found that the unidimensionality requirement was met because all constructs had items with high loading values of 0.50 and above (Hair *et al.*, 2006). The reliability requirement was also met because the construct reliability

value (composite reliability) (CR) exceeded 0.60, and the AVE value for each central construct also exceeded 0.50 (Bagozzi & Yi, 1988). These statistics demonstrate that the measurement items for Job Satisfaction, Job Commitment, Leadership, Empowerment, POS, and Performance are highly reliable and accurately capture the intended theoretical variance.

Table 4.7
Items Loading, Composite Reliability (CR), And Average Variance Extracted (AVE)

Variable	**Items**	**Item Loadings**	**AVE**	**CR**
Job Satisfaction	JS1	0.919	0.870	0.971
	JS2	0.927		
	JS3	0.931		
	JS4	0.932		
	JS5	0.953		
Job Commitment	JC1	0.968	0.874	0.977
	JC2	0.909		
	JC3	0.948		
	JC4	0.927		
	JC5	0.924		
	JC6	0.931		
Transformational Leadership Behavior	TL1	0.854	0.827	0.960
	TL2	0.955		
	TL3	0.863		
	TL4	0.923		
	TL5	0.947		
Employee Empowerment	EE1	0.949	0.835	0.962
	EE2	0.904		
	EE3	0.933		
	EE4	0.904		
	EE5	0.876		
Perceived Organizational Support (POS)	POS1	0.876	0.812	0.956
	POS2	0.952		
	POS3	0.938		
	POS4	0.873		
	POS5	0.863		
Job Performance	JP1	0.894	0.851	0.966
	JP2	0.914		
	JP3	0.933		
	JP4	0.915		
	JP5	0.955		

4.3.5 Discriminant Validity Assessment

Discriminant validity is seen from the square root value of AVE. Suppose the square root value of the AVE of a latent variable is greater than the correlation with all other latent variables. In that case, it has good discriminant validity (Fornell & Larcker, 1981). In this research, the discriminant validity shown is good because the square root value of AVE of a latent variable is greater than the correlation with all other latent variables. In addition, the correlation between exogenous constructs must be less than 0.85. A correlation value between constructs that exceeds 0.85 indicates that the measurement model has a multicollinearity problem (Fornell & Larcker, 1981).

Table 4.8
Discriminant Validity Results

No.	Variable	1	2	3	4	5	6
1	Job Satisfaction	**0.933**					
2	Job Commitment	0.720	**0.935**				
3	Transformational Leadership	0.650	0.690	**0.909**			
4	Employee Empowerment	0.610	0.670	0.630	**0.914**		
5	Perceived Organizational Support	0.700	0.730	0.680	0.660	**0.901**	
6	Job Performance	0.660	0.710	0.620	0.640	0.740	**0.922**

Note: Values in the diagonal show the square root of AVE

Source: Author's own work.

4.4 Hypothesis Testing

After assessing the unidimensionality, validity, and reliability of the latent constructs, the next step is to test the hypothesis about the relationship between the constructs. Based on the structural model results in Table 4.9, all direct paths from the independent variables to job performance were found to be statistically significant. Job satisfaction ($\beta = 0.101$, $p < .001$), job commitment ($\beta = 0.168$, $p < .001$), transformational leadership behavior ($\beta = 0.196$, $p < .001$), employee empowerment ($\beta = 0.177$, $p < .001$), and perceived organizational support ($\beta = 0.453$, $p < .001$) each exert a positive influence on job performance. These beta values indicate the strength and direction of the relationships, where higher scores on each predictor correspond to higher levels of job performance. Importantly, the beta coefficients represent standardized effects, not percentage increases; therefore, they reflect the relative

contribution of each predictor to job performance within the model. Among all predictors, perceived organizational support demonstrated the strongest direct effect on job performance.

The results also show that job satisfaction ($\beta = 0.801$, $p < .001$), job commitment ($\beta = 0.893$, $p < .001$), transformational leadership ($\beta = 0.540$, $p < .001$), and employee empowerment ($\beta = 0.414$, $p < .001$) significantly influence perceived organizational support. These findings indicate that higher levels of satisfaction, commitment, transformational leadership, and empowerment are associated with stronger perceptions of organizational support among civil servants.

Table 4.9
Assessment Of The Direct Effect

Path			***β***	**S.E.**	**Remarks**
Job Satisfaction	→	Job Performance (c')	0.101***	0.027	Ha1 accepted
Job Commitment	→	Job Performance (c')	0.168***	0.033	Ha2 accepted
Transformational Leadership	→	Job Performance (c')	0.196***	0.034	Ha3 accepted
Employee Empowerment	→	Job Performance (c')	0.177***	0.036	Ha4 accepted
Perceived Organizational Support	→	Job Performance (b)	0.453***	0.021	
Job Satisfaction	→	Perceived Organizational Support (a)	0.801***	0.028	
Job Commitment	→	Perceived Organizational Support (a)	0.893***	0.032	
Transformational Leadership	→	Perceived Organizational Support (a)	0.540***	0.034	
Employee	→	Perceived	0.414***	0.014	

Empowerment	Organizational Support (a)	

Note: ***p<0.001; *p<0.05; the direct influence of the independent variable on the dependent variable; path a, the direct influence of the independent variable on the mediating variable; path b, the direct influence of the mediating variable on the dependent variable.

Source: Author's own work.

Next, to test the significant effect of the mediator, the bootstrapping mediation variable analysis method is highly recommended. According to Preacher and Hayes (2008), a mediation effect occurs when the 95% bootstrap confidence interval (CI) value, namely the lowest value (LLCI) and the highest value (ULCI), is not at the zero value. Hair *et al.* (2006) suggested calculating the mediation effect through the indirect effect value, and a value greater than 0.08 indicates that there is a mediator. In this regard, the results of the SEM analysis have confirmed that H5(a), H5(b), H5(c), and H5(d) are accepted (see Table 4.10). Based on the results, the total influence value of job satisfaction on job performance is 0.463 [0.101 + 0.362]. The direct influence of job satisfaction is 0.101, which is smaller than the influence of the mediation effect (0.362). Thus, the relationship is actually influenced by a mediator, namely, perceived organizational support.

Similarly, the value of the total influence of job commitment on job performance is 0.573 [0.168 + 0.405]. The direct influence of job commitment on job performance is 0.168, smaller than the perceived organizational support's mediation effect (0.405). Likewise, for transformational leadership behavior, the total value influenced by job performance is 0.441[0.196 + 0.245], which makes the direct influence of transformational leadership behavior, 0.196, smaller than perceived organizational support mediation (0.245). In addition, the value of the total influence of employee empowerment on job performance is 0.365 [0.177 + 0.188]. This shows that the direct influence of employee empowerment is 0.177, and it is smaller than the mediator, namely, perceived organizational support (0.188). Therefore, the relationship is actually influenced and mediated by perceived organizational support.

Table 4.10
Assessment Of The Indirect And Total Effects

Path	**Indirect**	***t***	**Bootstrap**	**Total**	**Remarks**

		Effect (ab)	(95% CI)		Effect (c)	
			LLCI	ULCI		
Mediation Effect via Perceived Organizational Support (ab)						
Job Satisfaction →	Job Performance	0.362***	6.980	0.263	0.465	0.463***	H5(a) accepted
Job Commitment →	Job Performance	0.405***	6.850	0.291	0.522	0.573***	H5(b) accepted
Transformational Leadership →	Job Performance	0.245***	5.000	0.150	0.340	0.441***	H5(c) accepted
Employee Empowerment →	Job Performance	0.188***	4.590	0.110	0.270	0.365***	H5(d) accepted

Note: ***Indirect effects are significant at the 1% with bootstrap at 5000 and bias-corrected percentile method; path ab, indirect effect (a X b); path c, total path (c=c' + ab).

Source: Author's own work.

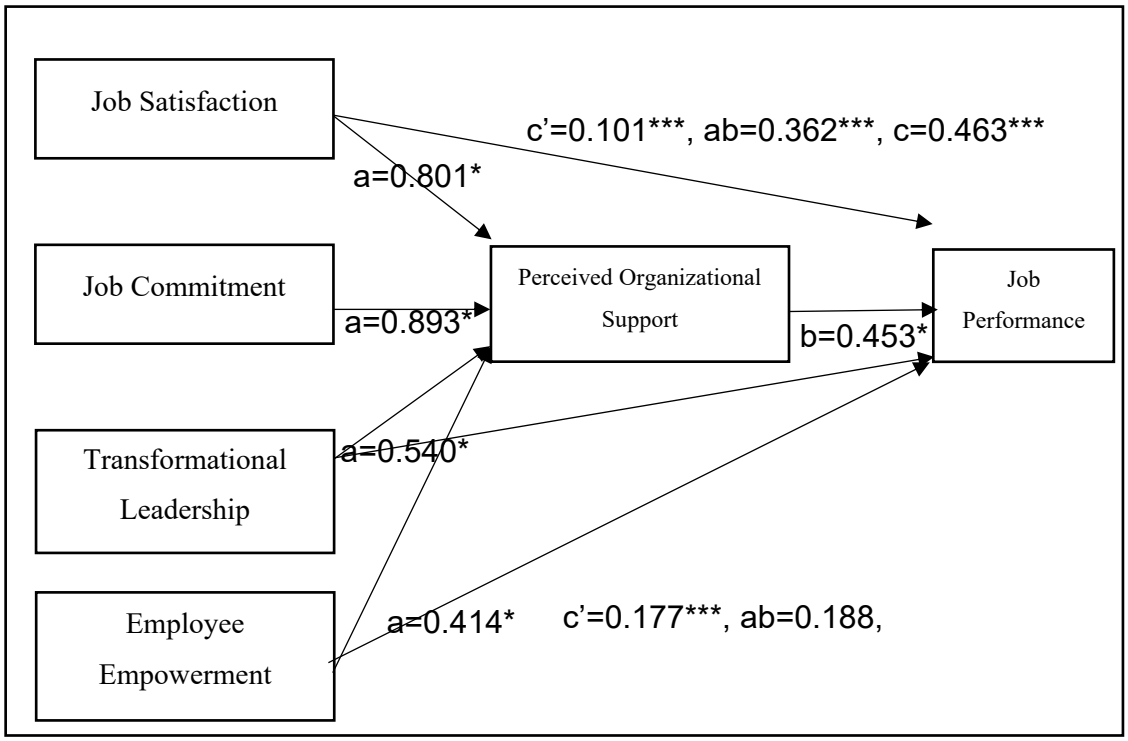

Figure 4.2 Final Research Model

Note: path c', the direct influence of the independent variable on the dependent variable; path a, the direct influence of the independent variable on the mediating variable; path b, the direct influence of the mediating variable on the dependent variable; indirect effect (a X b); path c, total path (c= c' + ab).

Source: Author's own creation

Figure 4.2 illustrates the final research model, which integrates the direct and indirect paths examined in this study. The model displays the standardized path coefficients (β), indicating that all direct relationships between the independent variables and job performance are significant ($p < .001$). Specifically, the model clarifies the "total effect" (c) of each determinant as the sum of its direct influence (c') and its indirect influence (ab) through Perceived Organizational Support. As portrayed, POS serves as a critical mediating bridge; for example, while job satisfaction has a direct effect of 0.101, its stronger indirect effect of 0.362 via POS results in a substantial total effect of 0.463 on civil servant performance. This visual representation confirms that while satisfaction, commitment, leadership, and empowerment are vital, their impact is significantly amplified when employees perceive a high level of organizational support.

4.5 Summary of the Chapter

This chapter presented the empirical results of the study, beginning with a pilot test of 50 civil servants that confirmed the high reliability and construct validity of the measurement instrument. The full-scale study, involving 302 civil servants from Kelantan, Terengganu, and Pahang, achieved a robust response rate of 79.33%. Descriptive analysis revealed that the overall level of job performance among East Coast civil servants is moderately high, with a mean score of 3.5940.

The measurement model was validated through Confirmatory Factor Analysis (CFA), which achieved a good fit (CMIN/DF = 1.814; CFI = 0.96; RMSEA = 0.052). Crucially, no items were deleted as all factor loadings exceeded the 0.50 threshold, and the model demonstrated strong convergent and discriminant validity. Hypothesis testing through the structural model confirmed that job satisfaction, job commitment, transformational leadership, and employee empowerment all have significant direct influences on job performance.

Furthermore, the bootstrapping mediation analysis confirmed that Perceived Organizational Support (POS) significantly mediates the relationships among all four independent variables and job performance. Notably, the indirect effects through POS were found to be larger than the direct effects, indicating that POS is the primary psychological mechanism driving performance outcomes in the East Coast public sector. These findings provide the empirical foundation for the detailed discussion and recommendations presented in the final chapter.

CHAPTER 5
DISCUSSION AND RECOMMENDATION

5.1 Introduction

This chapter provides a comprehensive interpretation of the empirical findings presented in Chapter 4. It synthesizes the results in relation to the study's research objectives, supported by recent scholarly literature and grounded in the realities of civil servants working in the East Coast region of Malaysia. The discussion focuses on both the direct and indirect relationships identified in the structural model, especially the crucial mediating role of perceived organizational support (POS). The chapter concludes with a discussion of theoretical and practical implications, limitations, recommendations for future research, and a summary of the overall conclusion.

5.2 Summary of Findings

The primary aim of this study was to examine the determinants of civil servant performance in the East Coast of Malaysia. The findings of this study are summarized in alignment with the main research objectives outlined in Chapter One.

In addressing the first objective, which is to identify the level of civil servant job performance in East Coast, Malaysia, the descriptive analysis revealed that civil servants in this region exhibit a high level of job performance (Mean = 3.5940). Furthermore, the respondents also reported correspondingly high levels across all other organizational and psychological factors, including job satisfaction, job commitment, transformational leadership, employee empowerment, and perceived organizational support. This indicates a generally positive working environment and strong individual capability among the sample.

Regarding the second objective, which aims to investigate the influence of job satisfaction, job commitment, transformational leadership, and employee empowerment on civil servant job performance in East Coast, Malaysia, the Structural Equation Modeling (SEM) analysis using AMOS provided solid empirical evidence. The findings revealed that job satisfaction, job commitment, transformational leadership, and employee empowerment all have a significant and positive influence on job

performance. Consequently, all direct hypotheses proposed in this study were supported, demonstrating that both internal psychological states and external leadership factors are critical drivers of employee performance in the public sector.

Finally, in relation to the third objective, which is to explore the mediating influence of perceived organizational support on the relationships between job satisfaction, job commitment, transformational leadership, employee empowerment, and civil servant job performance in East Coast, Malaysia, the analysis assessed the indirect effects within the structural model. The results confirmed that perceived organizational support significantly mediates the relationships between all four independent variables and job performance. This indicates that organizational support acts as a crucial bridge; when civil servants feel supported by their organization, the positive effects of their satisfaction, commitment, leadership, and empowerment are significantly enhanced, resulting in higher overall job performance.

5.3 Discussion of Findings

This section critically discusses the study's findings in relation to the three research objectives and hypotheses. The discussion integrates the statistical outcomes with prior empirical studies, allowing for a deeper theoretical and contextual understanding of how job satisfaction, job commitment, transformational leadership, employee empowerment, and perceived organizational support (POS) influence job performance in the Malaysian public sector on the East Coast. Social Exchange Theory (SET) also provides the overarching framework for understanding how perceptions of reciprocity and organizational care shape employees' behavioral outcomes.

5.3.1 Research Objective 1: To Identify the Level of Civil Servant Job Performance in East Coast, Malaysia

The findings for the first research objective revealed that the level of job performance among civil servants in the East Coast of Malaysia is high (Mean = 3.5940). This high level of self-reported performance can be attributed to several institutional factors within the Malaysian public sector. Over recent years, the government has actively enforced performance-driven initiatives, such as the implementation of the Human Resource Management Information System (HRMIS)

and continuous competency training. These systems have successfully embedded a culture of accountability and continuous improvement among civil servants.

These findings are highly consistent with previous studies conducted within the Malaysian public sector. For instance, recent research by Alias et al. (2020) and factors explored by Aziz et al. (2022) similarly reported high levels of individual job performance among government employees. The consistency between this study and prior literature validates that civil servants generally possess a strong understanding of their core duties and strive to meet the Key Performance Indicators (KPIs) set by their respective ministries, leading to this high performance metric.

5.3.2 Research Objective 2: To Investigate the Influence of Job Satisfaction, Job Commitment, Transformational Leadership, and Employee Empowerment on Civil Servant Job Performance in East Coast, Malaysia

The second research objective examined the direct effects of job satisfaction, job commitment, transformational leadership, and employee empowerment on job performance. The results showed that all four antecedents significantly predicted performance, supporting H1, H2, H3, and H4. Beginning with job satisfaction, the positive effect ($\beta = 0.101$) confirms H1 and aligns with earlier research, which suggests that satisfied employees tend to be more motivated and exhibit stronger performance behaviors (Isse et al., 2018; Kim & Cho, 2020).

However, the relatively small coefficient suggests that satisfaction, while important, is not a dominant driver of performance in the East Coast public sector. This finding is consistent with Mohd Yusuff & Mohd Shokory (2025), who emphasized that satisfaction exerts stronger behavioral effects only when employees genuinely feel appreciated by the organization. Thus, the current finding refines earlier conclusions by showing that satisfaction may be insufficient on its own within highly regulated public-sector environments where the opportunity for discretionary effort is limited.

Moreover, the effect of job commitment on performance ($\beta = 0.168$) supported H2. It aligned with prior studies, which have shown that committed employees often demonstrate perseverance, loyalty, and a stronger alignment with organizational objectives (Isse et al., 2018; Ahmad et al., 2025). While the relationship was statistically significant, the coefficient suggests that commitment may function more as an attitudinal resource rather than a direct behavioral driver, unless complemented by

enabling organizational conditions. This pattern is consistent with the broader Malaysian public-sector context, where civil servants often express a high level of commitment but may be constrained by hierarchical procedures that limit their translation into enhanced performance.

Besides that, transformational leadership emerged as one of the strongest predictors (β= 0.196), supporting H3 and reinforcing prior findings that leaders who articulate a compelling vision, inspire followers, and encourage intellectual growth contribute to improved employee performance (Ahmad et al., 2020; Ukachi et al., 2021; Tran & Hoang, 2024). The strength of this relationship suggests that transformational leadership is becoming increasingly relevant even in bureaucratic environments where positional authority historically dominated leadership dynamics. The current results suggest that civil servants respond positively to leaders who exhibit supportive and developmental behaviours, reflecting an evolving expectation within the public sector.

Finally, employee empowerment significantly predicted performance (β= 0.177), supporting H4 and reaffirming earlier studies showing that empowerment enhances employee competence, autonomy, and motivation (Aziz et al., 2022; Ahmad et al., 2021; Foo et al., 2025). Nevertheless, the magnitude of the effect suggests that although employees may feel psychologically capable, their ability to act on that empowerment is moderated by structural constraints typical of public-sector roles. As with satisfaction and commitment, empowerment provides the motivational potential for performance but requires further reinforcement from organizational support systems to fully translate into behavioral outcomes.

Overall, the findings for the second objective of the research indicate that all four antecedents significantly influence job performance. However, they operate within a constrained behavioral environment where attitudinal and leadership factors alone cannot fully determine performance outcomes. This establishes a logical foundation for the mediating role of POS, as explored in Research Objective 3.

5.3.3 Research Objective 3: To Explore the Mediating Influence of Perceived Organizational Support on the Relationships Between Job Satisfaction, Job Commitment, Transformational Leadership, Employee Empowerment, and Civil Servant Performance in East Coast, Malaysia

Research Objective 3 tested whether POS mediates the relationships between the four antecedents and job performance. The results supported all four mediation hypotheses (H5a, H5b, H5c, and H5d), highlighting POS as a central psychological mechanism linking employee attitudes and leadership behaviors to performance outcomes. The strong direct effect of POS on performance ($\beta = 0.453$) reinforces this conclusion. It aligns with past findings, which show that employees who feel valued and supported by their organization are more motivated to exert extra effort and demonstrate higher job performance (Kim & Cho, 2020; Ahmad et al., 2025).

For job satisfaction, the large indirect effect via POS supports H5a and confirms earlier research indicating that satisfaction alone is insufficient to drive performance unless employees perceive organizational appreciation and recognition (Mohd Yusuff & Mohd Shokory, 2025). This suggests that POS transforms satisfaction from a passive attitude into a performance-enhancing force. Similarly, the mediation of job commitment (H5b) suggests that commitment becomes behaviourally meaningful only when employees feel that the organization reciprocates their emotional attachment. This is consistent with SET, which argues that perceived reciprocity strengthens employees' willingness to invest additional effort.

The mediation of transformational leadership by POS (H5c) further demonstrates that employees interpret supportive leadership behavior as a signal of organizational care. Past studies have demonstrated that transformational leaders nurture trust, psychological safety, and perceived support, thereby increasing the likelihood of employees reciprocating through enhanced performance (Ahmad et al., 2020; Tran & Hoang, 2024). The current findings reinforce this mechanism by showing that the effectiveness of transformational leadership is amplified when employees perceive organisational-level support behind the leader's actions.

For employee empowerment, the supported mediation hypothesis (H5d) indicates that empowerment predicts performance most effectively when employees perceive autonomy as a sign of organizational trust rather than merely task-level freedom. Studies such as those by Aziz et al. (2022) and Foo et al. (2025) similarly

found that empowerment strengthens performance when accompanied by motivational support and organizational trust. In this study, the indirect effect was stronger than the direct effect, suggesting that empowerment requires organizational endorsement to fully translate into behavioral outcomes.

Taken together, the mediation results provide strong empirical evidence that POS is the key mechanism enabling civil servants to convert favorable attitudes and leadership experiences into performance behaviors. Consequently, the overall explanatory power of the model demonstrates that support-based mechanisms outperform purely attitudinal predictors. This aligns with SET and explains why the direct effects in Research Objective 2, although significant, were moderate, confirming that employees require perceived support to actualize the motivational potential of satisfaction, commitment, leadership, and empowerment.

5.4 Implication of the Study

The findings of this study provide several significant implications for practice, methodology, and theory. Given that all hypotheses were supported and that perceived organizational support (POS) emerged as the strongest determinant of job performance among civil servants in the East Coast, these implications highlight potential avenues for improving public-sector human resource management and strengthening future research frameworks.

5.4.1 Practical and Policy Implications

5.4.1.1 Strengthening Job Satisfaction Through Supportive Work Environments

The results show that job satisfaction significantly predicts job performance, but its effect becomes stronger when channeled through POS. Practically, this implies that East Coast public agencies should not only focus on basic job conditions (such as workload, task clarity, and working environment) but also on the broader climate of support that shapes how employees perceive these conditions. For example, satisfaction can be strengthened through regular feedback, respectful treatment, and responsive supervisors who promptly address work-related concerns. A recent study among Indonesian civil servants found that job satisfaction and performance improved when

organizational culture and work environment were deliberately shaped to support civil servants' needs, illustrating how systematic attention to the work environment can enhance both satisfaction and performance (Anggoro KR., 2022).

5.4.1.2 Building Job Commitment Through Reciprocal Organizational Support

Job commitment also showed a significant positive impact on performance, with POS mediating this relationship. In practice, Federal and State departments on the East Coast should adopt strategies that build long-term attachment, such as clear career pathways, transparent promotion criteria, and visible recognition of tenure and service. Commitment is more likely to translate into performance when employees feel that the organization reciprocates their loyalty. A study in Indonesia demonstrated that POS strengthened employees' affective commitment to organizational change and, in turn, improved performance and adaptability, emphasizing the importance of visible organizational care when asking staff to sustain high effort (Budi Prasetyo & Mugi Harsono, 2023).

5.4.1.3 Enhancing Job Performance Through Transformational Leadership Development

Transformational leadership was another important predictor of performance. Practically, this means that leadership development in the Malaysian public sector, at both Federal and State levels, should emphasize vision communication, inspiration, role modeling, and individual consideration, rather than solely relying on positional authority. Leadership academies, targeted training modules, and mentoring programs can be designed to help managers adopt transformational behaviors. Evidence from Vietnam suggests that transformational leadership in public organizations can significantly improve organizational performance by shaping culture and fostering innovation, even within bureaucratic structures (Chau et al., 2022). This suggests that similar leadership reforms could be effective in the Malaysian civil service context.

5.4.1.4 Improving Job Performance by Balancing Empowerment and Structural Support

Employee empowerment also had a positive effect on performance, especially when supported by POS. Practically, this calls for a careful balance between maintaining necessary SOPs and allowing sufficient autonomy for civil servants to make decisions, solve problems, and contribute ideas. Federal and State departments on the East Coast can introduce mechanisms such as empowered project teams, suggestion systems, or delegated decision-making authority for front-line officers. A recent study in the Indonesian public sector found that empowerment and the implementation of supportive policies were crucial for enhancing public service quality, although rigid structures sometimes limited the impact of empowerment initiatives, underscoring the need for both autonomy and supportive systems (Sugiono & Alfaraby, 2025).

5.4.1.5 Positioning POS As a Core Performance Strategy

POS itself has the strongest direct influence on performance and acts as a mediator for all other predictors. Practically, this means that organisational support should be treated as a strategic priority, not a simple HR issue. Agencies can strengthen POS through fair treatment, inclusive communication, access to resources, psychosocial support, and responsive grievance channels. A study in Nigeria showed that higher levels of POS were associated with better employee performance and were further strengthened by supportive organisational cultures, reinforcing the idea that employees perform best when they feel genuinely valued and supported by their organisation (Adeyemi Nurudeen, 2022).

5.4.1.6 Using Reward and Recognition Systems to Reinforce Job Performance

Related to POS, reward and recognition systems are also crucial. In the Malaysian civil service, performance-linked rewards are often limited or perceived as opaque. Based on this study's findings, transparent and fair recognition systems would serve as a tangible form of organisational support, thereby reinforcing performance. A recent study on civil servants in Nigeria demonstrated that well-designed reward management systems significantly enhanced performance in the civil service by

signalling appreciation and reinforcing desired behaviors (Onavwie et al., 2023). This suggests that Malaysian public agencies could explore more systematic and performance-oriented reward and recognition frameworks, adapted to local policies and budget constraints.

5.4.1.7 Applying Support-Based Performance Strategies Across Federal and State Agencies

Methodologically, this study is distinctive because it integrates both Federal and State civil servants from the East Coast into a single analytical model. Many previous Malaysian public-sector studies focused only on Federal ministries (often in Putrajaya) or single-state samples, limiting the breadth of inference. By including officers from both levels of government, this study shows that the same psychological mechanisms, especially POS, operate across different administrative structures. This enhances the generalisability of the findings and demonstrates that support-based strategies are relevant for both Federal and State agencies. Additionally, the focus on the East Coast addresses a geographical gap in existing research, which has tended to concentrate on the central region. The use of SEM to test a mediation model also advances methodological practice by moving beyond simple direct-effect analyses and providing a clearer explanation of how attitudes and leadership translate into performance.

5.4.2 Theoretical Implications

The findings also make several important contributions to theory by extending Social Exchange Theory (SET), refining public-sector leadership models, and clarifying the relational mechanisms that influence performance. There are five major theoretical implications that emerge from the results.

5.4.2.1 Reinforcing the Central Role of POS in Public-Sector Performance

The study confirms that POS is a central psychological mechanism linking workplace conditions to job performance. By demonstrating that POS directly predicts performance and mediates the effects of job satisfaction, commitment, leadership, and empowerment, the results strengthen SET's core claim that employees reciprocate

perceived organizational care through effort and performance. This positions POS not merely as an additional variable but as a key explanatory construct in public-sector performance models. For instance, a recent study in Indonesia demonstrated that POS played a crucial role in shaping employees' responses to organizational change, thereby enhancing performance by strengthening commitment and supporting positive attitudes toward reform (Budi Prasetyo & Mugi Harsono, 2023).

5.4.2.2 Extending SET Through Multi-Level Support Mechanisms

The findings also extend SET by demonstrating how support operates across multiple levels of organizational and leadership. Transformational leadership's indirect effect through POS suggests that employees interpret leader behavior as part of the organization's support. This clarifies how relational leadership practices can build perceptions of support and motivate reciprocal performance. A recent study found that supportive leadership significantly influenced employee well-being and positive work outcomes through perceived organizational support, reinforcing the idea that leaders serve as key conduits of organizational care (Hassanein et al., 2025). This cross-level perspective adds depth to SET and highlights the importance of leadership in shaping perceptions of support.

5.4.2.3 Validating Transformational Leadership in Bureaucratic Administrative Systems

The results challenge the notion that transformational leadership is only effective in flexible or private-sector settings. In this study, transformational leadership was found to have a significant influence on job performance among Federal and State officers operating in bureaucratic environments. This finding confirms that inspirational, vision-driven leadership can be effective even within structured administrative systems. Evidence from Vietnam similarly shows that transformational leadership in public organizations can enhance performance by promoting a culture of innovation and accountability, despite bureaucratic constraints (Chau et al., 2022). These converging findings support the theoretical generalisability of transformational leadership across different governance contexts.

5.4.2.4 Reframing Empowerment as a Conditional Process Dependent on Support

The mediated relationship between empowerment and performance suggests that empowerment alone is insufficient; employees must also feel supported and trusted by the organization. This reframes empowerment as a conditional process, dependent on organizational climate and structural support. Theoretically, this highlights the interplay between structural autonomy and relational support in shaping behavioral outcomes. A recent study in the Indonesian public sector found that empowerment did not significantly improve public service quality when implementation was rigid and support structures were weak, illustrating how empowerment initiatives can fail without adequate organizational backing (Sugiono & Alfaraby, 2025). This emphasizes the need to conceptualize empowerment as embedded within broader organizational support systems.

5.4.2.5 Integrating Multi-Dimensional Predictors into a Comprehensive Performance Model

Finally, this study provides theoretical value by validating an integrated model that combines attitudes (satisfaction and commitment), leadership, empowerment, and POS as determinants of job performance. This moves beyond single-construct performance models and supports a multi-dimensional approach. Recent work in the public sector has similarly shown that leadership, learning culture, and empowerment jointly influence performance, reinforcing the value of integrated frameworks (Imam et al., 2025). The present model, therefore, contributes to theory by demonstrating how multiple psychological and organizational factors can be combined coherently to explain job performance in the context of the civil service.

5.5 Limitations and Recommendations for Future Research

Although this study makes meaningful contributions to understanding job performance among civil servants in the East Coast region, several limitations should be acknowledged to guide the interpretation of the findings and support future research.

Firstly, although the initial sampling plan targeted 360 respondents across Kelantan, Terengganu, and Pahang, the final usable sample consisted of 302 civil servants who were available for analysis, which may limit generalizability. Several practical constraints contributed to this shortfall. Some departments declined participation due to internal activities and workload demands, while others required longer approval processes. In several agencies, PICs reported that many officers were unavailable or engaged in field duties during the data-collection period, which limited response rates. Despite this, the final sample size exceeded the minimum recommendations for SEM analysis, as Hair et al. (2010) suggest that complex models with multiple constructs generally require 200–300 responses for stable estimation. However, it must be acknowledged that the reduction in sample size specifically limits the statistical power needed for detailed parameter estimates and the ability to conduct more nuanced subgroup comparisons, particularly when attempting to identify subtle performance differences between federal and state government officers. To mitigate this in future investigations, researchers could strengthen subgroup analyses by allocating a longer data-collection period or securing earlier organizational approval to increase participation levels across all administrative tiers.

Secondly, the study utilized a multi-stage sampling approach, including cluster sampling to ensure representation across the three East Coast states, stratified sampling to balance Federal and State officers, and purposive and convenience sampling during the final stages. While these techniques are appropriate in public-sector research where researcher access is limited (Bryman & Bell, 2015), the use of purposive and convenience sampling may reduce full representativeness because respondents ultimately depended on availability and accessibility during the data-collection window. This methodological necessity introduces the potential for selection bias, as officers with more rigid office schedules may be overrepresented relative to those in high-pressure operational roles, thereby leading the findings to reflect the views of the most accessible personnel primarily. To improve representativeness, future studies may enhance the random selection process at later stages or collaborate directly with agencies to obtain access to official staff lists for more systematic, probability-based sampling.

Next, the data were collected using an online questionnaire distributed via Google Forms through official emails and PICs in the participating departments. This approach ensured anonymity and practicality for busy civil servants; however, reliance

on digital participation can influence when and how officers respond. Neuman (2014) notes that online survey participation varies according to organizational timing and respondent workload cycles. Consequently, officers who were less active on email or occupied with urgent field tasks during the data-collection period may have been underrepresented, potentially limiting the generalizability of the results to the perceptions of the digitally active segment of the workforce. To address this, future research may consider supplementing online surveys with on-site recruitment or hybrid distribution strategies to encourage more consistent participation across diverse department levels.

Besides that, the scope of the study was limited to Federal and State departments on the East Coast, which are Kelantan, Terengganu, and Pahang. While this focus is valuable because the region is underrepresented in existing research, the findings may not generalize to other administrative contexts, such as agencies in the Klang Valley, Sabah, Sarawak, or local authorities with different organizational cultures, workloads, or resource levels. Future research could broaden the geographical scope or conduct comparative studies across regions to determine whether the roles of job satisfaction, job commitment, leadership, empowerment, and POS are consistent across Malaysia's diverse public-sector landscape.

Finally, the model examined four antecedents of job performance and one mediator (POS). While aligned with the research objectives and supported by past literature, job performance is influenced by additional organizational and psychological factors not included in this model. Variables such as organizational culture, public service motivation, psychological capital, and work–life balance may also shape performance outcomes. Future studies may expand the model by incorporating additional predictors or by testing extended frameworks, such as moderated mediation, to capture more complex relationships. Furthermore, to provide a more objective measure and mitigate self-report bias, future researchers should consider utilizing longitudinal designs and multi-source data, such as incorporating supervisor evaluations or objective KPI records, to assess how the influence of organizational support on performance evolves over time.

Therefore, these limitations do not diminish the contributions of this research. Instead, they highlight important opportunities for future scholars to refine and extend their understanding of how organizational support, attitudes, leadership, and empowerment influence job performance within Malaysia's public sector.

5.6 Conclusion

This study examined the determinants of high job performance among civil servants in the East Coast region of Malaysia by assessing the influence of job satisfaction, job commitment, transformational leadership, and employee empowerment, and the critical mediating role of perceived organizational support (POS). The research was motivated by concerns highlighted in the problem statement regarding performance variation and the limited organizational support structures reported across Federal and State departments. Additionally, gaps identified in earlier literature, such as the lack of mediation-focused studies, the dominance of Federal-centric samples, and the minimal representation of East Coast administrative environments, formed the foundation for the research objectives and ultimately demonstrated that cultivating an environment of strong organizational support is the most effective pathway to elevating public service delivery.

The findings of this study confirm that all four antecedents significantly influence job performance, both directly and indirectly. Job satisfaction and job commitment contribute positively to performance, reflecting the importance of personal attitudes in shaping civil servants' output. Furthermore, transformational leadership demonstrated both direct and indirect effects on performance, indicating that effective leadership behaviors can inspire greater effort even within structured bureaucratic systems. Employee empowerment also significantly influenced performance, though its impact became substantially stronger when channeled through POS. Overall, POS emerged as the most influential variable in the model, serving as both a direct predictor of performance and a key mediator that strengthens the effects of the other antecedents. These results strongly affirm the central principles of Social Exchange Theory, showing that when employees perceive genuine organizational care and support, they reciprocate with greater commitment, motivation, and ultimately higher job performance.

A notable contribution of this research lies in its methodological scope. By including both Federal and State civil servants from Kelantan, Terengganu, and Pahang, the study addresses an important gap in the public-sector literature, which has traditionally focused on federal agencies in Putrajaya or on isolated state studies. Malaysia's dual administrative structure creates different organizational climates and resource distributions, yet the results suggest that POS functions as a consistently strong

mechanism across both governance levels. This highlights its universal importance in the Malaysian public service. Furthermore, the focus on the East Coast enhances the geographical diversity of public administration research, providing empirical insights from a region with unique socio-economic and administrative characteristics.

Theoretically, the study extends existing knowledge by demonstrating how attitudes, leadership, empowerment, and organizational support interact to shape job performance. The integrated model developed and tested in this study provides a more comprehensive understanding of public-sector performance, moving beyond single-variable analyses often seen in earlier research. The successful application of SEM and mediation analysis further reinforces this theoretical advancement by clarifying the underlying psychological processes through which workplace experiences are translated into tangible behavioral outcomes.

Practically, the findings offer valuable guidance for policymakers and administrators seeking to enhance civil servant performance. Efforts to improve the public sector should prioritize instituting formal policy frameworks that strengthen organizational support systems, nurture transformational leadership capabilities, create meaningful empowerment opportunities, and ensure that employees feel valued and supported. Such initiatives are highly relevant to both Federal and State departments, especially within the East Coast, where administrative challenges and resource constraints may differ from more developed regions.

Thus, this study contributes significantly to theoretical understanding, methodological development, and policy-driven practical improvements in the Malaysian public sector. While several limitations were acknowledged, they also provide promising directions for future research, such as expanding geographical coverage, incorporating additional organizational variables, and employing longitudinal designs. Ultimately, it is hoped that this research will support ongoing efforts to strengthen Malaysia's public administration by promoting a more supportive, motivated, and high-performing civil service, one that is well positioned to deliver high-quality service to the nation.

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APPENDICES

APPENDIX 1

Official Request to Conduct a Research Study at a Federal Government Agency

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UNIVERSITI TEKNOLOGI MARA | Fakulti Sains Pentadbiran dan Pengajian Polisi

Tarikh : 1446H شوال
: 15 April 2025

Jabatan Pendidikan Negeri Kelantan
Bandar Baru Tunjong,
16010 Kota Bharu,
Kelantan

السلام عليكم ورحمة الله وبركاته dan Salam Sejahtera

Tuan/Puan,

PERMOHONAN MENJALANKAN KAJIAN SOAL SELIDIK MENGENAI FAKTOR-FAKTOR PENENTU PRESTASI PEGAWAI AWAM DI PANTAI TIMUR, MALAYSIA

Dengan hormatnya perkara di atas dirujuk.

2. Semoga Tuan/Puanberada dalam keadaan sejahtera hendaknya. Dengan segala hormatnya, perkara di atas adalah dirujuk.

2. Saya, Dr. Nurul Hidayana Binti Mohd Noor iaitu merupakan pensyarah di Universiti Teknologi MARA (UiTM), ingin memaklumkan kepada pihak Tuan/Puan bahawa pelajar saya iaitu Siti Munirrah Binti Ahmad Zahran sedang menjalankan penyelidikan Ijazah Sarjana untuk menilai faktor-faktor penentu prestasi pegawai awam di pantai timur.

3. Sehubungan dengan itu, saya berharap agar pihak Tuan/Puan dapat membantu beliau bagi melaksanakan kutipan data di Negeri Pahang, Kelantan dan Terengganu. Saya boleh dihubungi di talian dan juga emel

Sekian, terima kasih.

مولیا ،تقوی ،اوسیها
"MALAYSIA MADANI"
"BERKHIDMAT UNTUK NEGARA"
"KEBERSAMAAN KE ARAH KECEMERLANGAN"

Saya yang menjalankan amanah,

DR NURUL HIDAYANA MOHD NOOR
Penyelia/Pensyarah

Fakulti Sains Pentadbiran dan Pengajian Polisi
Universiti Teknologi MARA
Cawangan Negeri Sembilan
Kampus Seremban
Persiaran Seremban Tiga/1, Seremban 3
70300 Seremban, Negeri Sembilan, MALAYSIA
Tel: (+606) 6342024/2026 Faks : (+606)633 5815

ISO 9001:2015 No. Sijil: 10120156
UiTM di hatiku

APPENDIX 2

Official Request to Conduct a Research Study at a State Government Agency

www.uitm.edu.my

UNIVERSITI TEKNOLOGI MARA | Fakulti Sains Pentadbiran dan Pengajian Polisi

Tarikh : 1446H شوال
: 15 April 2025

Majlis Perbandaran Bentong (MPB)
Jalan Ketari,
28700 Bentong,
Pahang Darul Makmur

السلام عليكم ورحمة الله وبركاته dan Salam Sejahtera

Tuan/Puan,

PERMOHONAN MENJALANKAN KAJIAN SOAL SELIDIK MENGENAI FAKTOR-FAKTOR PENENTU PRESTASI PEGAWAI AWAM DI PANTAI TIMUR, MALAYSIA

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3. Sehubungan dengan itu, saya berharap agar pihak Tuan/Puan dapat membantu beliau bagi melaksanakan kutipan data di Negeri Pahang, Kelantan dan Terengganu. Saya boleh dihubungi di talian dan juga emel

Sekian, terima kasih.

مولیا ،تقوی ،اوسها
"MALAYSIA MADANI"
"BERKHIDMAT UNTUK NEGARA"
"KEBERSAMAAN KE ARAH KECEMERLANGAN"

Saya yang menjalankan amanah,

DR NURUL HIDAYANA MOHD NOOR
Penyelia/Pensyarah

Fakulti Sains Pentadbiran dan Pengajian Polisi
Universiti Teknologi MARA
Cawangan Negeri Sembilan
Kampus Seremban
Persiaran Seremban Tiga/1, Seremban 3
70300 Seremban, Negeri Sembilan, MALAYSIA
Tel: (+606) 6342024/2026 Faks : (+606)633 5815

ISO 9001:2015 No. Sijil: 1812015b

UiTM di hatiku

APPENDIX 3

Approval Letter Educational Research Application System (eRAS 2.0)

KEMENTERIAN PENDIDIKAN MALAYSIA
BAHAGIAN PERANCANGAN DAN PENYELIDIKAN DASAR PENDIDIKAN
ARAS 1-4, BLOK E8
KOMPLEKS KERAJAAN PARCEL E
PUSAT PENTADBIRAN KERAJAAN PERSEKUTUAN
62604 PUTRAJAYA

TEL : 0388846591
FAKS : 0388846579

Ruj. Kami : KPM.600-3/2/3-eras(24497)
Tarikh : 27 Mei 2025

SITI MUNIRRAH BINTI AHMAD ZAHRAN
NO. KP :

PT 1879, KAMPUNG CHERODOK, JALAN LAMA PASIR PUTEH,
18500 MACHANG
KELANTAN

Tuan,

KELULUSAN BERSYARAT UNTUK MENJALANKAN KAJIAN :
DETERMINANTS OF CIVIL SERVANT PERFORMANCE IN EAST COAST, MALAYSIA: THE MEDIATING INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT

Perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan bahawa permohonan tuan untuk menjalankan kajian seperti di bawah telah diluluskan dengan syarat :

" KELULUSAN INI BERGANTUNG KEPADA KEBENARAN PENGARAH JPN DAN REKTOR INSTITUT PENDIDIKAN GURU MALAYSIA SERTA PERTIMBANGAN PENGARAH IPG YANG TERLIBAT. "

3. Kelulusan adalah berdasarkan kepada kertas cadangan penyelidikan dan instrumen kajian yang dikemukakan oleh tuan kepada bahagian ini. Walau bagaimanapun, kelulusan ini bergantung kepada kebenaran Ketua Jabatan berkenaan.

4. Surat kelulusan ini sah digunakan bermula dari **1 Mei 2025** hingga **31 Ogos 2025**

5. Tuan dikehendaki menyerahkan senaskhah laporan akhir kajian dalam bentuk *hardcopy* bersama salinan *softcopy* berformat pdf dalam CD kepada Bahagian ini.Tuan juga diingatkan supaya mendapat kebenaran terlebih dahulu daripada Bahagian ini sekiranya sebahagian atau sepenuhnya dapatan kajian tersebut hendak diterbitkan di mana-mana forum, seminar atau diumumkan kepada media massa.

Sekian untuk makluman dan tindakan tuan selanjutnya. Terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menjalankan amanah,

Ketua Penolong Pengarah Kanan
Sektor Penyelidikan dan Penilaian Dasar
b.p. Pengarah
Bahagian Perancangan dan Penyelidikan Dasar Pendidikan
Kementerian Pendidikan Malaysia

salinan kepada:-

JABATAN PENDIDIKAN KELANTAN
JABATAN PENDIDIKAN PAHANG
JABATAN PENDIDIKAN TERENGGANU

* SURAT INI DIJANA OLEH KOMPUTER DAN TIADA TANDATANGAN DIPERLUKAN *

APPENDIX 4

Survey on Determinants of Civil Servant Performance in East Coast, Malaysia: The Mediating Influence of Perceived Organizational Support

	PART A BAHAGIAN A **DEMOGRAPHIC DATA OF RESPONDENT** DATA DEMOGRAFI RESPONDEN		
1	**Gender/** Jantina		**Male** / Lelaki
			Female / Perempuan
2	**Age/** Umur		**18 - 20 years old** / tahun
			21 - 35 years old / tahun
			36 - 45 years old / tahun
			46 - 55 years old / tahun
			56 and above / dan keatas
3	**Race /** Kaum		**Malay /** Melayu
			Chinese / Cina
			Indian / India
			Others / Lain - lain
4	**If others, please specify** /		

	Kalau Lain- lain, sila nyatakan **If applicable to respondent*		
5	**Highest Educational Level** / Tahap Pendidikan Tertinggi		**Sijil Pelajaran Malaysia (SPM) or equivalent /** atau setaraf
			Sijil Tinggi Persekolahan Malaysia (STPM) or equivalent / atau setaraf
			Diploma / Diploma
			Bachelor's Degree / Ijazah Sarjana Muda
			Master's Degree / Ijazah Sarjana
			Doctorate / Doktor Falsafah (Ph.D.)
			Professional Qualification (e.g., ACCA, CPA) / Kelayakan Profesional (contoh: ACCA, CPA)
			Others / Lain-lain
6	**If others, please specify. /** Kalau Lain - lain, sila nyatakan. **If applicable to respondent*		
7	**State of working place** / Negeri Tempat Kerja		**Pahang**

			Kelantan
			Terengganu
8	**Organization Name /** Nama Organisasi **Respondent must fill in*		
9	**Type of government /** Jenis kerajaan		**Federal Government /** Kerajaan Persekutuan
			State Government / Kerajaan Negeri
10	**Service Tenure** / *Tempoh Perkhidmatan*		**Kurang daripada setahun /** Less than one year
			1 hingga 5 tahun / 1 to 5 years
			6 hingga 10 tahun / 6 to 10 years
			11 hingga 20 tahun / 11 to 20 years
			Lebih daripada 20 tahun / More than 20 years
11	**Income level /** Tahap pendapatan		**Less than RM 2,000 /** Kurang daripada RM 2,000
			RM 2,001 to RM 3,500 / RM 2,001 sehingga RM 3,500
			RM 3,501 to RM 5,000 / RM 3,501 sehingga RM 5,000
			RM 5,001 to RM 7,000 / RM 5,001 sehingga RM 7,000

			More than RM 7,000 / Lebih daripada RM 7,000
12	**Marital status /** Status perkahwinan		**Single /** Bujang
			Married / Berkahwin
			Widowed / Janda atau Duda
			Divorced / Bercerai

PART B ***BAHAGIAN B***	**JOB SATISFACTION** *KEPUASAN KERJA*

The following questions are about job satisfaction among civil servant.
Soalan berikut adalah mengenai kepuasan bekerja dalam kalangan pegawai awam.

Please choose the appropriate answer.
Sila tandakan jawapan yang bersesuaian.

Scale / *Skala*

Strongly Disagree/Sangat Tidak Bersetuju	**Disagree**/Tidak Bersetuju	**Neutral**/ Neutral	**Agree**/ Setuju
1	2	3	4

1. I am satisfied with my current work environment.
Saya berpuas hati dengan persekitaran kerja saya sekarang.

2. My workplace provides me with all the necessary resources to do my job well.
Tempat kerja saya menyediakan semua sumber yang diperlukan untuk saya menjalankan kerja
dengan baik.

3. I feel that my job makes use of my skills and abilities well .
Saya rasa kerja saya memanfaatkan kemahiran dan kebolehan saya dengan baik.

4. I am satisfied with my current salary and benefits.
Saya berpuas hati dengan gaji dan faedah saya sekarang .

5. The rewards I receive are fair for the work I do.

Ganjaran yang saya terima adalah adil untuk kerja yang saya lakukan .

PART C *BAHAGIAN C*	**JOB COMMITMENT** *KOMITMEN KERJA*

Strongly Disagree/Sangat Tidak Bersetuju	**Disagree**/Tidak Bersetuju	**Neutral**/ Neutral	**Agree**/ Setuju
1	2	3	4

1. **I feel emotionally connected to the organization because it holds great personal meaning for me.**
   Saya berasa terikat secara emosi dengan organisasi ini kerana ia mempunyai makna peribadi yang besar bagi saya.

2. I feel a strong sense of belonging to the organization.

Saya merasakan rasa kepunyaan yang kuat terhadap organisasi .

3. Leaving this organization would cause significant personal or professional challenges for me.

Meninggalkan organisasi ini akan menyebabkan cabaran peribadi atau profesional yang besar bagi saya.

4. Staying with the organization is a matter of necessity and desire for me.

Bertahan dengan organisasi ini adalah keperluan dan kehendak bagi saya.

5. I believe it is unethical to frequently move from one organization to another.

Saya percaya bahawa kerap berpindah dari satu organisasi ke organisasi lain adalah

tidak beretika.
6. One of the major reasons I continue to work for the organization is my sense of loyalty **and moral obligation.** *Salah satu sebab utama saya terus bekerja untuk organisasi ini adalah rasa kesetiaan dan* *tanggungjawab moral saya.*

PART D ***BAHAGIAN D***	**TRANSFORMATIONAL LEADERSHIP BEHAVIOUR** *TINGKAH LAKU KEPIMPINAN TRANSFORMASIONAL*

Strongly Disagree/Sangat Tidak Bersetuju	**Disagree**/Tidak Bersetuju	**Neutral**/ Neutral	**Agree**/ Setuju
1	2	3	4

1. My employer communicates a clear vision for change and inspires others to embrace it.

Majikan saya menyampaikan visi yang jelas untuk perubahan dan memberi inspirasi kepada

orang lain untuk menerimanya.

2. My employer challenges existing practices to promote innovation and improvement.

Majikan saya mencabar amalan sedia ada untuk mempromosikan inovasi dan penambahbaikan.

3. My employer motivates team members to work towards achieving impactful

organizational changes.

Majikan saya memotivasikan ahli pasukan untuk berusaha ke arah mencapai perubahan

organisasi yang memberi impak.

4. My employer encourages new ways of thinking to address challenges effectively, such

as improving productivity, managing tight deadlines, or overcoming resource limitations.

Majikan saya menggalakkan pendekatan pemikiran baharu untuk menangani cabaran dengan

berkesan, seperti meningkatkan produktiviti, menguruskan tarikh akhir yang

kritikal, atau

mengatasi kekurangan sumber.

5. My employer demonstrates commitment to achieving long-term improvements in the organization.

Majikan saya menunjukkan komitmen untuk mencapai penambahbaikan jangka panjang dalam organisasi.

PART E *BAHAGIAN E*	**EMPLOYEE EMPOWERMENT** *PEMBERDAYAAN PEKERJA*

Strongly Disagree/Sangat Tidak Bersetuju	**Disagree**/Tidak Bersetuju	**Neutral**/ Neutral	**Agree**/ Setuju
1	2	3	4

1. **The work I do is very important to me.**

Kerja yang saya lakukan sangat penting bagi saya.

2. **The activities I perform in my job, such as contributing to team goals, improving efficiency, or delivering quality results, are personally meaningful to me.**

Aktiviti yang saya lakukan dalam pekerjaan saya, seperti membantu mencapai matlamat pasukan, meningkatkan kecekapan, atau menghasilkan kerja yang berkualiti, adalah bermakna bagi saya.

3. **I am confident about my ability to do my job.** *Saya yakin dengan kebolehan saya untuk menjalankan kerja saya .*
4. **I can decide on my own how to go about doing my work.** *Saya boleh memutuskan sendiri bagaimana untuk menjalankan kerja saya.*
5. I have control over the tasks and decisions in my work environment. *Saya mempunyai kawalan ke atas tugas dan keputusan di persekitaran kerja saya.*

PART F ***BAHAGIAN F***	**JOB PERFORMANCE** *PRESTASI KERJA*

Strongly Disagree/Sangat Tidak Bersetuju	**Disagree**/Tidak Bersetuju	**Neutral**/ Neutral	**Agree**/ Setuju
1	2	3	4

1. **I complete my tasks accurately and within the designated time frame.**
Saya menyiapkan tugas saya dengan tepat dan dalam jangka masa yang ditetapkan.

2. **I produce high-quality work in my daily tasks.**
Saya menghasilkan kerja berkualiti tinggi dalam tugas harian saya.

3. **I frequently go beyond my job responsibilities to help colleagues or improve team performance.**
Saya sering melebihi kerja yang dipertanggungjawabkan ke atas saya untuk membantu rakan sekerja atau prestasi pasukan.

4. **I demonstrate initiative and proactively suggest improvements in my work processes.**
Saya menunjukkan inisiatif dan secara proaktif mencadangkan penambahbaikan dalam proses kerja saya.

5. I addressed work-related issues constructively with my employer.
Saya menangani isu-isu berkaitan kerja dengan cara yang konstruktif bersama majikan saya.

PART G ***BAHAGIAN G***	**PERCEIVED ORGANISATIONAL SUPPORT** *SOKONGAN ORGANISASI YANG DIPERSEPSIKAN*

Strongly Disagree/Sangat Tidak Bersetuju	**Disagree**/Tidak Bersetuju	**Neutral**/ Neutral	**Agree**/ Setuju	**Strongly Agree**/ Sangat Bersetuju
1	2	3	4	5

1. **My organization values my contribution to its overall success, whether through improving work processes, supporting team goals, or delivering work quality results.**
Organisasi saya menghargai sumbangan saya terhadap kejayaan keseluruhannya, sama ada melalui peningkatan proses kerja, menyokong matlamat pasukan, atau menghasilkan kerja yang berkualiti .

2. **My organization really cares about my well-being.**
Organisasi saya benar-benar mengambil berat tentang kesejahteraan saya.

3. **My organization takes pride in my accomplishments at work.**
Organisasi saya berbangga dengan pencapaian saya di tempat kerja.

4. **My organization cares about my job satisfaction at work.**
Organisasi saya mengambil berat tentang kepuasan bekerja saya di tempat kerja.

5. The organization is willing to make efforts to help me perform my job to the best of my ability.
Organisasi bersedia untuk memberikan bantuan atau sokongan bagi membantu saya melaksanakan kerja saya dengan sebaik mungkin.

Thank you for your cooperation.
Terima kasih atas kerjasama anda.

APPENDIX 5

Approval Letter of UITM Research Ethics Committee

www.uitm.edu.my

UNIVERSITI TEKNOLOGI MARA

Pejabat
Timbalan Naib Canselor
(Penyelidikan dan Inovasi)

Reference : UiTM.800-1/1/9
Our reference : REC/05/2025 (PG/MR/284)
Date : 1446H ذوالقعده 21
19 May 2025

Ms Siti Munirrah Ahmad Zahran – 2023271354
(Supervisior : Dr Nurul Hidayana Mohd Noor)
Faculty of Administrative Science and Policy Studies
UiTM Negeri Sembilan Branch
Seremban Campus, Persiaran Seremban Tiga/1
Seremban 3, 70300 Seremban
NEGERI SEMBILAN

السلام عليكم ورحمة الله وبركاته and Greetings

Ms

APPROVAL LETTER - UiTM RESEARCH ETHICS COMMITTEE

Thank you for submitting your research proposal to the Research Ethics Committee (REC). After considering your application, the Committee approved your proposal titled "Determinants of Civil Servant Performance in East Coast, Malaysia: The Mediating Influence of Perceived Organizational" in Kelantan, Pahang and Terengganu. Details of the approval are as follows:

Ref. number:	REC/05/2025 (PG/MR/284)
Approval Period:	19 May 2025 until 30 November 2025
Authorised personnel:	1. Siti Munirrah Ahmad Zahran 2. Dr Nurul Hidayana Mohd Noor 3. Dr Mami Ghazali

The UiTM Research Ethics Committee operates in accordance with ICH Good Clinical Practice Guidelines, Malaysian Good Clinical Practice Guidelines and the Declaration of Helsinki. The approval of this project is conditional upon your continuing compliance with these guidelines and declaration.

We draw to your attention the requirement that a report on this research, must be submitted every 12 months from the date of the approval or on the completion of the project, whichever occurs first. Failure to submit reports will result in withdrawal of consent for the project to proceed. Amendments, if any, to the study documents are to be submitted to the REC for approval.

If you require further information, please contact the REC Secretariat at 03-55442846/03-55442737 or email at recsecretariat@uitm.edu.my.

اوسهاء تقوى، مولیا
"MALAYSIA MADANI"
"BERKHIDMAT UNTUK NEGARA"

Yours sincerely,

(EMERITUS PROFESSOR DATO' DR RAYMOND AZMAN ALI)
Chairman
UiTM Research Ethics Committee

c.c.: Deputy Rector (PJIM&A), UITM Negeri Sembilan Branch

Universiti Teknologi MARA
Aras 3, Bangunan Wawasan
40450 Shah Alam, Selangor, MALAYSIA
Tel: (+603) 5544 2004/2255
Faks: (+603) 5544 2070

ISO 9001:2015 No. SIJ(I): 10120156

UiTM di hatiku

APPENDIX 6

Results Generated in Amos

1) Pilot Study Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JS_Mean	50	3.00	5.00	4.4320	.70954	-1.223	.337	.181	.662
JC_Mean	50	3.00	4.50	4.0867	.53584	-1.407	.337	.475	.662
TL_Mean	50	3.00	4.80	4.2840	.65039	-1.109	.337	-.088	.662
EE_Mean	50	3.00	4.60	4.2480	.59735	-1.630	.337	.834	.662
POS_Mean	50	3.00	4.60	4.2480	.59735	-1.630	.337	.834	.662
JP_Mean	50	3.00	4.80	4.1200	.55107	-1.399	.337	.569	.662
Valid N (listwise)	50								

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	1422.15
	df	465
	Sig.	<.001

2) Main Study

- **Descriptive Statistics for Objective 1**

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JobPerf_Total	302	1.40	4.80	3.5940	1.25916
Valid N (listwise)	302				

- **Model Fit Output**

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	77	760.025	419	.000	1.814
Saturated model	496	.000	0		
Independence model	31	12500.000	465	.000	26.882

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.045	.920	.905	.777
Saturated model	.000	1.000		
Independence model	.350	.350	.330	.320

BASELINE COMPARISONS

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.926	.915	.960	.950	.960
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

PARSIMONY-ADJUSTED MEASURES

Model	PRATIO	PNFI	PCFI
Default model	.901	.834	.865
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	341.025	280.500	410.200
Saturated model	.000	.000	.000
Independence model	12035.000	11500.200	12600.500

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.525	1.133	.932	1.363
Saturated model	.000	.000	.000	.000
Independence model	41.528	39.983	38.206	41.862

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.052	.045	.059	.250
Independence model	.293	.287	.300	.000

AUTHOR'S PROFILE



Siti Munirrah Binti Ahmad Zahran earned her Bachelor of Administrative Science (Hons.) from Universiti Teknologi MARA, Campus Seremban 3, in 2023. She is currently pursuing her Master of Administrative Science at Universiti Teknologi MARA, Shah Alam Campus, Selangor, with an expected completion date in 2026. Her postgraduate research focuses on public-sector human resource management, specifically examining employee attitudes, leadership behavior, empowerment, and organizational support within Malaysia's civil service. Her Master's thesis, titled "Determinants of Civil Servant Performance in East Coast, Malaysia: The Mediating Influence of Perceived Organizational Support," investigates how job satisfaction, job commitment, transformational leadership, and employee empowerment influence job performance among federal and state civil servants. The study also examines perceived organizational support as a mediating mechanism that shapes the strength of these relationships. Through this research, she aims to contribute to improved public-sector effectiveness and offer evidence-based insights for strengthening human resource practices across Malaysian government agencies.

LIST OF PUBLICATION

Ahmad Zahran, S. M., Mohd Noor, N. H., & Ghazali, M. (2025). Determinants of Job Performance of Public Servants in Asian Countries: A Systematic Literature Review. *Journal of Administrative Science*, *22*(2), 225–252. https://doi.org/10.24191/jas.v22i2.8510