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**THE INFLUENCE OF PUBLIC SERVICE MOTIVATION
AND ORGANIZATIONAL COMMITMENT ON JOB
PERFORMANCE IN MALAYSIAN
CIVIL SERVICE**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
DECEMBER 2024**

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ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE
IN MALAYSIAN CIVIL SERVICE**

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UUM
Universiti Utara Malaysia

**Project Paper Submitted to
School of Business Management
Universiti Utara Malaysia
in Partial Fulfilment of the Requirement for the
Master of Human Resource Management**



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Abstract

Civil service reform in Malaysia highlights the need for motivated and committed civil servants to achieve improved job performance and enhance public service delivery. However, challenges persist in aligning individual motivation, organizational commitment, and job performance, particularly in the Malaysian context, where research on these dynamics remains limited. To address this gap, the study investigates how public service motivation influences organizational commitment and job performance, as well as the mediating role of organizational commitment in the relationship between public service motivation and job performance. A quantitative survey was conducted and the data were collected through an online survey distributed via social media platforms over six weeks, involving 290 Administrative and Diplomatic Officers. The findings indicate that public service motivation positively influences organizational commitment and job performance, while organizational commitment significantly predicts job performance, highlighting its critical role in driving performance. Furthermore, organizational commitment partially mediates the relationship between public service motivation and job performance, suggesting that motivation alone is not sufficient to enhance job performance without a corresponding sense of organizational commitment. These results contribute to the theoretical understanding of motivation and commitment by demonstrating their interconnected roles in influencing performance. Practically, the study underscores the importance of fostering both public service motivation and organizational commitment through targeted human resource strategies to improve performance outcomes. The findings offer valuable insights for policymakers and human resource practitioners aiming to enhance public sector efficiency and effectiveness.

Keywords: public service motivation, organizational commitment, job performance, Malaysian Civil Service, Administrative and Diplomatic Officers

Abstrak

Reformasi perkhidmatan awam di Malaysia menekankan keperluan untuk penjawat awam yang bermotivasi dan komited bagi mencapai prestasi kerja yang lebih baik serta meningkatkan penyampaian perkhidmatan awam. Walau bagaimanapun, cabaran masih wujud dalam menyelaraskan motivasi individu, komitmen organisasi, dan prestasi kerja, terutamanya dalam konteks Malaysia, di mana kajian mengenai dinamik ini masih terhad. Untuk menangani jurang ini, kajian ini menyiasat bagaimana motivasi perkhidmatan awam mempengaruhi komitmen organisasi dan prestasi kerja, serta peranan pengantaraan komitmen organisasi dalam hubungan antara motivasi perkhidmatan awam dan prestasi kerja. Kajian kuantitatif telah dijalankan, dan data telah dikumpulkan melalui tinjauan dalam talian yang diedarkan melalui platform media sosial selama enam minggu, melibatkan 290 Pegawai Tadbir dan Diplomatik. Hasil kajian menunjukkan bahawa motivasi perkhidmatan awam secara positif mempengaruhi komitmen organisasi dan prestasi kerja, manakala komitmen organisasi secara signifikan meramalkan prestasi kerja, menekankan peranan pentingnya dalam mendorong prestasi. Selain itu, komitmen organisasi sebahagiannya memediasi hubungan antara motivasi perkhidmatan awam dan prestasi kerja, menunjukkan bahawa motivasi sahaja tidak mencukupi untuk meningkatkan prestasi kerja tanpa komitmen terhadap organisasi. Hasil kajian ini menyumbang kepada pemahaman teori mengenai motivasi dan komitmen dengan menunjukkan peranan saling berkaitan mereka dalam mempengaruhi prestasi. Secara praktikal, kajian ini menekankan kepentingan memupuk motivasi perkhidmatan awam dan komitmen organisasi melalui strategi sumber manusia yang disasarkan untuk meningkatkan hasil prestasi. Penemuan ini menawarkan pengetahuan yang bernilai untuk pembuat dasar dan pengamal sumber manusia yang bertujuan meningkatkan kecekapan dan keberkesanan sektor awam.

Kata Kunci: motivasi perkhidmatan awam, komitmen organisasi, prestasi kerja, Perkhidmatan Awam Malaysia, Pegawai Tadbir dan Diplomatik.

Acknowledgements

I begin by praising and thanking Allah, the Most Merciful and the Most Gracious, for His endless guidance, strength, and blessings throughout this academic journey. Alhamdulillah, without His grace, none of this would have been possible.

I would like to express my heartfelt appreciation to my supervisor, Prof. Dr. Abdul Halim bin Abdul Majid, for your invaluable guidance, feedback, and support. Your expertise and mentorship have been instrumental in shaping this research, and I am truly grateful for your encouragement throughout this journey.

I am profoundly grateful to the government for granting me the scholarship, which has enabled me to pursue my Master's degree. This opportunity has been a significant milestone in my professional and academic journey, and I am deeply thankful for the trust and investment placed in me.

Special thanks go to my colleagues and fellow Administrative and Diplomatic Officers who participated in this study and provided the valuable data needed for this research. Your cooperation and contributions were pivotal to the success of this work.

To my lovely wife, Aireen, thank you for your encouragement, understanding, and for being my pillar of strength throughout this process. To Adam Zydan Ryzqin, your smiles and laughter were a constant source of motivation, especially during challenging times. This achievement is as much yours as it is mine.

Finally, I extend my sincere thanks to all those who have contributed to this research, whether through advice, discussions, or encouragement. Your support has been essential in the completion of this work.

Thank you all, and may Allah bless you.

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List of Abbreviations

AC	Affective Commitment
ADO	Administrative and Diplomatic Officer
APS	Attraction to Public Service
CC	Continuance Commitment
COM	Compassion
CP	Contextual Performance
CPS	Commitment to Public Values
CWB	Counterproductive Work Behavior
IWPQ	Individual Work Performance Questionnaire
JP	Job Performance
NC	Normative Commitment
OC	Organizational Commitment
PSM	Public Service Motivation
SD	Standard Deviation
SDT	Self-Determination Theory
SS	Self-Sacrifice
SSPA	Public Service Remuneration System
TP	Task Performance

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The Civil Service in Malaysia is essential for influencing the governance of the nation and promoting its socio-economic growth. In this framework, Administrative and Diplomatic Officers (ADOs), known as Pegawai Tadbir dan Diplomatik (PTD), play a crucial role in overseeing the coordination of policy development and execution among various ministries and departments. Founded in 1920 as the Malayan Civil Service and rebranded as PTD in 1972, this distinguished group of civil servants has reliably fulfilled its responsibilities, adjusting to changing administrative demands while ensuring continuity and professionalism, despite shifts in government (The Sun Daily, 2021; The Star, 2024). Regardless of political changes, ADO continues to be a reliable and essential entity, facilitating smooth governance and the successful implementation of public policies.

Grasping the elements that affect ADOs' job performance is essential for enhancing public service delivery. The intrinsic desire to serve the public good, known as Public Service Motivation (PSM), has been extensively researched for its beneficial effects on job performance within government settings (Perry & Wise, 1990; Kim, 2017). In light of this, the Malaysian government has implemented reforms focused on enhancing efficiency and transparency, highlighting aspects like motivation and dedication that influence the performance of civil servants (Academia.edu, n.d.). These changes highlight the importance of examining the relationship between PSM and organizational commitment in shaping job performance.

The emotional and psychological bond an individual forms with their organization, known as organizational commitment, plays a crucial role in influencing job performance. Research indicates that increased commitment correlates with enhanced performance, higher job satisfaction, and reduced turnover rates (Meyer & Allen, 1991; Zubair, Khan, & Mukaram, 2021). For civil servants, dedication to the organization is particularly vital, as it guarantees stability in governance and reinforces the commitment to public service principles (Elghadi, Kassim, & Jusoh, 2024). In a diverse society such as Malaysia, the influence of socio-cultural norms and community expectations plays a significant role in shaping the motivation and dedication of civil servants, making it more complex to grasp these dynamics (Hussain, Khan, & Khan, 2020).

The effectiveness of employees in the Malaysian Civil Service, especially among Administrative and Diplomatic Officers (ADOs), hinges significantly on job performance. This includes the actions and behaviors that an employee can manage, which are in harmony with the goals of the organization, aiding in the realization of policy objectives and the provision of services. Strong job performance among ADOs is crucial, given that their responsibilities encompass intricate tasks like policy formulation, program oversight, and the execution of public services. Successful job execution guarantees that these responsibilities are carried out with precision, effectiveness, and in accordance with national objectives. Additionally, the effectiveness of job performance within the civil service is shaped by several elements, such as personal drive, the culture of the organization, and the backing of leadership. Studies show that PSM and commitment to the organization are important factors influencing job performance, boosting employees' engagement and efficiency in

reaching organizational objectives (Ritz et al., 2016; Wright, 2021). Moreover, in a vibrant and diverse society such as Malaysia, promoting a culture of flexibility and inclusiveness can significantly improve job performance, ensuring that civil servants are prepared to meet the changing needs of the community (Zysberg & Schwabsky, 2021). By comprehending and improving the factors that influence job performance, the Civil Service in Malaysia can attain higher levels of efficiency and accountability, thereby strengthening its contribution to national governance and development.

This study investigates the influence of PSM and organizational commitment on job performance among ADOs in Malaysia, focusing on the mediating role of organizational commitment. By examining these relationships, the research aims to provide insights that can inform human resource strategies to enhance productivity, accountability, and effectiveness in the Malaysian Civil Service.

1.2 Problem Statement

The Civil Service in Malaysia is essential for national governance and socio-economic progress, with ADOs acting as vital executors of government policies. Even with their importance, worries continue about the effectiveness, adaptability, and long-term viability of the civil service. The challenges highlight the importance of investigating the elements that affect ADOs' job performance, especially by adopting a more targeted approach that emphasizes singular, detailed analysis.

The intrinsic drive to serve the public good, known as Public Service Motivation (PSM), is acknowledged as a vital element for enhancing job performance within government settings (Perry & Wise, 1990; Kim, 2017). Nonetheless, many studies

focus on PSM as a multi-faceted concept, resulting in a lack of clarity regarding the distinct impact of a single dimension of PSM on job performance. In a similar vein, the concept of organizational commitment, which refers to the emotional and psychological bond one has with an organization, has been thoroughly examined for its beneficial impact on performance. However, its mediating function in the context of a one-dimensional analysis of job performance and public service motivation within the public sector in Malaysia has yet to be investigated. The examination of job performance frequently takes a broad approach, neglecting the subtle effects of specific aspects.

Recent reforms like the Government Performance Index launched in 2021 and the Public Service Remuneration System (SSPA) rolled out in 2024 highlight the government's dedication to improving efficiency, accountability, and the delivery of civil services (OECD, 2021; Prime Minister's Office of Malaysia, 2024). Nonetheless, in spite of these initiatives, the public's view on the effectiveness of service delivery continues to be varied. This highlights an urgent requirement for concentrated research that hones in on one aspect of PSM, specifically organizational commitment and job performance, to extract precise, practical insights (MyCite, 2024).

1.3 Research Questions

This study investigates the influence of PSM and organizational commitment on job performance within Administrative and Diplomatic Officers in Malaysian civil service. This study is guided by the following research questions:

1. Does PSM positively influence job performance of Administrative and Diplomatic Officers?

2. Does organizational commitment positively influence job performance of Administrative and Diplomatic Officers?
3. Does PSM positively influence organizational commitment of Administrative and Diplomatic Officers?
4. Does organizational commitment mediate the connection between PSM and job performance of Administrative and Diplomatic Officers?

1.4 Research Objectives

The purpose of this study is to achieve the following objectives:

1. To investigate whether PSM positively influences job performance of Administrative and Diplomatic Officers.
2. To assess whether organizational commitment positively influences job performance of Administrative and Diplomatic Officers.
3. To assess if PSM has a positive influence on organizational commitment of Administrative and Diplomatic Officers.
4. To explore whether organizational commitment mediates the relationship between PSM and job performance of Administrative and Diplomatic Officers.

1.5 Significance of the Study

This study is noteworthy given how it contributes to both theory and application in public administration, particularly in relation to the Malaysian civil service. This research explores how PSM acts as a distinct factor affecting organizational commitment and job performance, aiming to fill important gaps in the comprehension of motivational dynamics in Malaysia's ADOs. The findings have the potential to

greatly improve academic knowledge in public sector human resource management by providing empirical insights into how PSM influences commitment and performance, especially in the unique cultural and administrative setting of Malaysia.

This study builds on existing research about PSM by exploring how it affects both organizational commitment and job performance, which are crucial indicators of public service effectiveness. In contexts like Malaysia, where there is a continuous emphasis on improving public sector efficiency and accountability, the results of this study could aid in creating motivation models that consider cultural and organizational differences. Furthermore, exploring towards the way organizational commitment might play a part in connecting PSM and job performance could offer useful insights for future studies on the motivation and performance of civil servants.

The study's findings are vital for policymakers, HR managers, and leaders within Malaysian civil service. This study shows how PSM can boost commitment and performance, providing useful insights for developing targeted motivation and development strategies. These initiatives could bring the motivations of officers in line with the organization's goals, which might result in better engagement, improved job performance, and higher retention rates. Public service delivery in Malaysia stands to gain substantially from this study's findings in terms of efficacy, efficiency, and responsiveness.

1.6 Scope of the Study

This study encompasses all ADOs within the Malaysian public sector, spanning different levels and departments throughout federal, state, and local government

organizations. This study covers all ADOs, providing a thorough analysis of how PSM and organizational commitment influence job performance within this crucial group that significantly contributes to policy making and implementation across the country.

The data collection process concentrates on ADOs involved in different assignments and responsibilities, enabling a thorough cross-sectional analysis of PSM, organizational commitment, and job performance. The data collection period is limited to a specific timeframe, offering a contemporary perspective on how PSM affects commitment and performance in ADOs.

The findings may not be generalizable to other civil servants positions because this study is narrowly focused on the ADOs. In addition, it disregards any other possible organizational or motivational impacts in favor of PSM as the determining factor, with organizational commitment act as the intermediary and job performance as the dependent factor. This study seeks to identify the factors that impact and improve ADO performance, helping us better understand effective HR practices in the civil service of Malaysia.

1.7 Definition of Key Terms

1.7.1 Public Service Motivation

An individual's predisposition to respond to motives grounded primarily or uniquely in public institutions, reflecting values of service, altruism, and the public good (Jiang et al., 2024).

1.7.2 Organizational Commitment

An individual's psychological attachment to the organization, characterized by alignment with its values, goals, and mission, leading to sustained engagement and reduced turnover intentions (Kandemir, 2024).

1.7.3 Job Performance

The execution of tasks and responsibilities related to an employee's role, evaluated based on efficiency, effectiveness, and alignment with organizational goals” (Frumuşanu & Epureanu, 2024).

1.8 Organization of the Study

This study is organized into five chapters. Chapter 1 introduces the research by providing the background, outlining the problem statement, and presenting the research objectives and significance of the study. It sets the foundation for understanding the purpose and scope of the research.

Chapter 2 reviews the existing literature on PSM, organizational commitment, and job performance. It examines key theories and previous studies, highlighting research gaps that this study intends to address.

Chapter 3 explains the methods used in the study. This section explains how the research was designed, how the sample was chosen, the methods used to collect data, and the techniques applied for analyzing that data to test the hypotheses and address the research questions. The chapter also discusses the reliability and validity of the instruments employed.

The results of the data analysis are presented in Chapter 4. The study encompasses descriptive and inferential statistics, offering a thorough analysis of the relationships among PSM, organizational commitment, and job performance. The findings are examined in connection with the research hypotheses.

Chapter 5 wraps up the study by looking at the findings from Chapter 4, comparing them with what is already known in the literature, and discussing their significance both theoretically and practically. The chapter also addresses the limitations of the study and suggests directions for future research.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter takes a close look at the current studies on PSM, organizational commitment, and job performance, preparing for the subsequent analysis of ADOs within Malaysian Civil Service.

2.2 Definition and Conceptualization of Variables

2.2.1 Public Service Motivation

Motivated individuals often engage in initiatives and concepts that align with the overall benefit of society (Ritz et al., 2020). PSM is a conceptual model that reflects the inherent desire of individuals to enhance societal welfare by engaging in public service positions. PSM is grounded in principles of selflessness, dedication to the community, and a strong sense of responsibility. Perry and Wise (1990) laid the groundwork for PSM, characterizing it as "an individual's inclination to react to motivations that are fundamentally or exclusively rooted in public institutions and organizations." This definition classifies PSM into three aspects: rational motives, norm-based motives, and affective motives. Logical reasons highlight individual benefits and self-serving interests, like the ambition to shape public policy or achieve acknowledgment. Motives based on norms indicate a sense of ethical duty and dedication to the public interest, whereas emotional motives emphasize feelings such as compassion and patriotism that inspire individuals to focus on the welfare of the community. PSM highlights the significance of personal drive and concentrates on initiatives that benefit the community (T. M. Wang et al., 2020).

The framework established by Kim et al. (2012) highlights the multifaceted aspects of PSM, pinpointing four unique dimensions: attraction to public policy-making, dedication to the public interest, empathy, and selflessness. A fascination with public policy-making indicates a desire to shape societal results, whereas a commitment to the public interest highlights a devotion to realizing shared objectives. Compassion embodies emotional ties and understanding of community needs, while self-sacrifice signifies the readiness to place the well-being of society above individual interests. Collectively, these aspects capture the all-encompassing essence of PSM and its importance in the realm of public administration.

Throughout the years, PSM has transformed into a more comprehensive framework that includes societal and institutional dynamics. Vandenabeele (2007) broadened the understanding of PSM to include the synchronization of personal beliefs, values, and attitudes with the goals of larger political organizations. This viewpoint highlights the importance of institutions in promoting PSM by ensuring that organizational objectives are in harmony with the needs of society. Jiang et al. (2024) advanced the idea by focusing on the core values of selflessness and community benefit, while underscoring the influence of public service motivation in fostering prosocial actions in public service environments.

Sudha et al. (2023) presented PSM as an innovative framework for comprehending motivation within various and multicultural public sector organizations. They contended that PSM is especially pertinent in tackling the distinct challenges encountered by public institutions, including sustaining employee engagement and nurturing a culture of service excellence. Vandenabeele and Schott (2024) highlighted

the moral aspects of PSM, defining it as "an individual's motivation to contribute to society" and placing it at the heart of effective governance and public administration.

2.2.2 Organizational Commitment

Organizational commitment is an important concept in the fields of organizational behavior and human resource management, representing the psychological bond an individual has with their organization. This indicates how much employees align themselves with the goals, values, and missions of the organization, as well as their desire to continue being part of it (Meyer & Allen, 1991). Organizational commitment is defined as "an individual's psychological attachment to the organization, characterized by alignment with its values, goals, and mission, leading to sustained engagement and reduced turnover intentions" (Kandemir, 2024).

Organizational commitment is a complex concept that can be categorized into three main components: affective, continuance, and normative commitment. Affective commitment refers to a deep emotional connection and a feeling of belonging within the organization. Continuance commitment involves a thoughtful assessment of the expenses linked to departing from the organization. Normative commitment arises from a sense of duty to stay with the organization based on ethical or moral considerations.

The foundational framework established by Meyer and Allen in 1991 provides insight into these dimensions, with each playing a distinct role in shaping an individual's overall commitment. Emotional attachment is significantly shaped by experiences in the workplace, including job contentment and perceived assistance. Continuance

commitment stems from the investments individuals have made within the organization, such as their length of service or specialized training, which heighten the perceived costs associated with leaving. Normative commitment is influenced by societal expectations, cultural norms, and the internalization of loyalty as a personal value.

Recent research has built upon these theoretical bases to investigate the real-world effects of organizational commitment across various settings. Kandemir's research (2024) emphasizes the vital importance of transformational leadership in promoting organizational commitment, revealing that leadership characterized by support and inclusivity greatly boosts employee loyalty. Alizadeh and Someeh (2024) explored how ethical leadership relates to organizational commitment, finding that leadership practices characterized by transparency and strong values enhance commitment levels throughout various organizational tiers.

The concept of organizational commitment has been examined in relation to new workplace developments, such as remote work and sustainability efforts. Nasiri et al. (2024) explored how remote work affects commitment, highlighting the importance of adaptive leadership and effective communication in sustaining employee engagement in virtual settings. Maurel and Benoit (2024) highlighted the importance of aligning sustainability objectives with organizational practices, showing that organizations viewed as environmentally responsible often inspire greater employee commitment.

Although organizational commitment is linked to various beneficial results, such as improved job performance and lower turnover rates, difficulties remain in sustaining

that commitment in the face of changing workplace dynamics. The rise of gig work, hybrid employment structures, and a heightened focus on personal flexibility present difficulties for conventional ideas of long-term dedication. To tackle these challenges, organizations must cultivate trust, offer significant work experiences, and ensure that individual and organizational values are in harmony to maintain commitment in ever-changing environments.

Commitment within an organization is essential for grasping employee actions and achieving success in the workplace. The framework's various dimensions offer important perspectives on the psychological and behavioral elements influencing employee loyalty and engagement, presenting strategic options for organizations to improve workforce stability and performance.

2.2.3 Job Performance

Job performance is acknowledged as an essential element in organizational psychology and human resource management, representing an employee's role in fulfilling organizational goals. The process involves carrying out duties and responsibilities associated with an employee's position, assessed through criteria such as efficiency, effectiveness, and congruence with the organization's objectives (Frumuşanu & Epureanu, 2024). This definition highlights the significance of the results and actions linked to job performance when evaluating personal contributions.

Job performance can be understood as a complex framework that includes various dimensions such as task performance, contextual performance, and counterproductive work behaviors (Campbell, 1990). Task performance involves the technical activities

that are directly linked to an employee's primary duties, showcasing their skill and knowledge. In contrast, contextual performance encompasses voluntary actions that improve the social and organizational atmosphere, including collaboration, proactivity, and compliance with workplace standards (Borman & Motowidlo, 1993). Counterproductive work behaviors encompass actions that detract from the goals of the organization, including absenteeism, workplace deviance, and inefficiency. Collectively, these aspects offer a thorough view of the ways in which employees enhance the effectiveness of the organization.

Expanding on Campbell's model, recent developments have aimed at enhancing and broadening the aspects of job performance. The Individual Work Performance Questionnaire (IWPQ) 1.0, developed by Koopmans et al. (2014), is a recognized instrument that categorizes job performance into three essential components: task performance, contextual performance, and counterproductive work behavior.

Counterproductive Work Behavior refers to actions that negatively impact the organization, such as absenteeism, negligence, or intentional inefficiency (Koopmans et al., 2014). It is crucial to take into account counterproductive behaviors, as they signify actions that undermine the overall effectiveness of an organization and can impede service delivery. This aspect enhances Campbell's framework by recognizing that job performance includes both valuable contributions and possibly detrimental actions.

Recent studies emphasize the changing characteristics of job performance in fluid work environments. Alessandri et al. (2024) highlighted the importance of self-

efficacy in maintaining elevated performance levels over time, recognizing it as a key factor in fostering resilience and adaptability in the pursuit of organizational objectives. In a similar vein, Dokko and Jiang (2024) examined the role of job performance as a mediating element in career transitions, connecting personal characteristics like skills and motivation to professional achievement. These studies highlight the relationship between personal skills and organizational frameworks in influencing performance results.

The influence of new workplace trends, including remote work and sustainable leadership, has received considerable focus. Nasiri et al. (2024) explored job performance in virtual environments, highlighting the significance of flexible leadership, technology incorporation, and strong communication for sustaining productivity. In a similar vein, Sart and Sezgin (2024) showed that effective leadership approaches boost job performance by promoting accountability, resilience, and an environment of ongoing enhancement.

Job performance plays a crucial role in the success of organizations, yet it encounters various challenges in today's workplace settings. The emergence of hybrid work arrangements, along with greater employee independence, has brought about challenges in performance management, including issues with communication and obstacles in tracking results. To tackle these challenges, it is essential to establish strong systems that connect personal contributions with the objectives of the organization, ensuring that employees have access to the resources and support they need. Adaptive leadership, employee training, and well-defined performance metrics are essential elements in tackling these contemporary challenges.

2.3 Gap in the Literature

Recent studies have thoroughly examined PSM and its influence on job performance and organizational commitment in civil service (Scrimshire et al., 2023; Das, 2023; Tang et al., 2024). These studies have shown that PSM significantly enhances employee engagement, performance, and the feeling of job meaningfulness, especially when combined with supportive work environments (Scrimshire et al., 2023). Nonetheless, although the connection between PSM and performance is clearly recognized, studies exploring these impacts in non-Western public sectors are still scarce. Considering that PSM can be shaped by cultural and policy environments, as indicated by Jung and Moon's (2024) research on South Korea's public sector, it is crucial to comprehend how PSM functions in Malaysia to broaden these findings.

Furthermore, although organizational commitment is recognized as a significant mediator connecting PSM and job performance (Tang et al., 2024), there is a shortage of research exploring how different forms of commitment interact with PSM to affect performance results (Meyer & Allen, 1991; Meyer et al., 2002). Das (2023) highlights the significance of carrying out longitudinal studies to explore these relationships over time, as the effects of various types of commitment can vary based on individual and organizational factors. Exploring these links within Malaysia's public sector could reveal how different types of commitment impact job performance across various administrative structures.

The existing literature reveals a notable deficiency in understanding the implications of policy reforms on employee motivation and commitment in the civil service. To realize the Malaysia Madani agenda, it is crucial to carry out Civil Service Reform that

can reshape work environments and possibly alter employees' motivations and levels of commitment (BERNAMA, 2024). Das (2022) and Tang et al. (2024) offer valuable perspectives into how PSM affects performance in evolving work environments. However, there is a shortage of research examining the implications of large-scale reforms on PSM and job outcomes in non-Western contexts. Grasping these dynamics in Malaysia will aid in bridging this gap and provide essential insights for policymakers focused on maintaining high employee motivation during times of change.

2.4 Underpinning Theory

2.4.1 Public Service Motivation Theory

The theory of Public Service Motivation (PSM), introduced by Perry and Wise in 1990, is fundamental in exploring the internal motivations that inspire individuals to participate in public service positions. PSM highlights the distinct motivations that drive people to engage in the betterment of society, showcasing fundamental principles like selflessness, empathy, and commitment to the common good (Perry, 1990).

The framework outlines four essential dimensions, as detailed by Kim et al. (2012): (1) Attraction to Public Policy Making, emphasizing the desire to shape societal results through effective governance; (2) Commitment to Public Interest, focusing on the importance of prioritizing the needs of the community over individual interests; (3) Compassion, which conveys a deep emotional awareness and responsiveness to the needs of society; and (4) Self-Sacrifice, which illustrates the readiness to put aside personal advantages for the benefit of the larger community.

These aspects hold significant importance within the framework of the civil service in Malaysia, where ADOs are responsible for promoting national development objectives. The theory suggests that values focused on public service are closely connected to the roles and duties of ADOs, promoting a mindset centered on service that is crucial for achieving effective performance

2.4.2 Organizational Commitment Theory

The theory of organizational commitment enhances PSM by examining the psychological bond that exists between individuals and their organizations. The Three-Component Model of Organizational Commitment by Meyer and Allen (1991) offers a detailed framework for analyzing the impact of these attachments on job-related results. The framework consists of three aspects: (1) Affective Commitment, indicating emotional ties and identification with the organization; (2) Continuance Commitment, focusing on the perceived costs of departing from the organization; and (3) Normative Commitment, representing a sense of moral duty to stay within the organization.

In the context of the Malaysian civil service, these aspects offer important perspectives on how internal motivations enhance commitment to the organization. For example, emotional attachment, influenced by congruence with company values, plays a crucial role in boosting job satisfaction and loyalty among ADOs. The theory indicates that when workers view their organization as embodying public service principles, they tend to stay engaged and make significant contributions toward reaching the organization's goals.

2.4.3 Self-Determination Theory

Self-Determination Theory (SDT), created by Deci and Ryan (2000), provides a comprehensive view by exploring how intrinsic and extrinsic motivations interact to influence employee behavior. The concept suggests that people who are motivated by internal factors like personal development, satisfaction, and pleasure tend to show greater commitment and better performance than those who are only driven by external incentives. This inherent drive resonates strongly with the core values of PSM, highlighting empathy and a dedication to serving the community.

SDT highlights three essential psychological needs that boost motivation and performance: (1) Autonomy, referring to the capacity to make independent choices in one's role; (2) Competence, which encompasses a feeling of mastery and assurance in task execution; and (3) Relatedness, indicating a sense of connection with peers and the organization (Deci & Ryan, 2008). The theory acknowledges the influence of external elements, including acknowledgment and job stability, in strengthening dedication and effectiveness within organized settings like the civil service in Malaysia.

Perry and Vandenabeele (2015) support the idea of combining SDT with PSM to enhance our understanding of public service motivations and their effects on job outcomes. This research employs SDT to explore the relationship between intrinsic and extrinsic motivations and their impact on the organizational commitment and job performance of ADOs. By focusing on the specific motivational requirements of civil servants, this theory offers insights into the behavioral factors that influence performance within the public sector.

The combination of PSM Theory, Organizational Commitment Theory, and SDT highlights the complex aspects of job performance within the civil service in Malaysia. These theories shed light on how personal values, organizational alignment, and motivational factors interact to shape employee behavior. This study seeks to delve into the interconnections at play, aiming to shed light on the roles of public service motivation and organizational commitment in influencing performance outcomes, thereby providing important insights for improving the efficiency of the civil service in Malaysia.

2.5 Research Framework

This study investigates the influence of PSM and organizational commitment on job performance among ADOs, with organizational commitment serving as a mediating variable as illustrated on Figure 2.1. The framework is grounded in Public Service Motivation Theory, Organizational Commitment Theory, and Self-Determination Theory (SDT). By treating PSM, organizational commitment, and job performance as unidimensional constructs, the study simplifies the analytical process while maintaining theoretical rigor. This approach aligns with recent research advocating the use of unidimensional constructs to enhance clarity and focus in organizational studies.

PSM conceptualized as the independent variable, reflects an individual's intrinsic drive to contribute to societal welfare through public service. Perry and Wise's (1990) Public Service Motivation Theory underscore the role of altruism, compassion, and a commitment to the public good as core motivations for public servants. In this study, PSM is treated as a unidimensional construct, emphasizing its overall impact on organizational commitment and job performance rather than exploring its

subdimensions. This approach is supported by recent research, including Raetze, Duchek, and Maynard (2022), which highlights the practical utility of unidimensional constructs in organizational studies.

organizational commitment serves as the mediating variable, capturing the psychological attachment employees feel toward their organization. Meyer and Allen's (1991) Organizational Commitment Theory provide the foundation for this construct, which is examined as a unidimensional variable in this study. While the theory traditionally includes three dimensions—ffective, continuance, and normative commitment—recent research has shown the value of simplifying organizational commitment into a single construct for studies focusing on its general impact (Liew & Jamaluddin, 2024).

Job performance, the dependent variable in this framework, reflects the overall effectiveness with which employees fulfill their responsibilities and contribute to organizational goals. Campbell's (1990) framework and Koopmans et al.'s (2014) Individual Work Performance Questionnaire (IWPQ) provide the foundation for treating job performance as a unidimensional construct. This approach is consistent with recent studies, such as Briscoe et al. (2021), which advocate for unidimensional models to simplify cross-cultural analyses and enhance applicability.

Self-Determination Theory (SDT) (Deci & Ryan, 2008) complements this framework by explaining how intrinsic and extrinsic motivations interact to shape behavior. SDT emphasizes that individuals driven by intrinsic motivations—such as those associated with PSM—exhibit sustained engagement and higher performance. In the public

sector, autonomy, competence, and relatedness, as emphasized by SDT, play a critical role in fostering both organizational commitment and job performance.

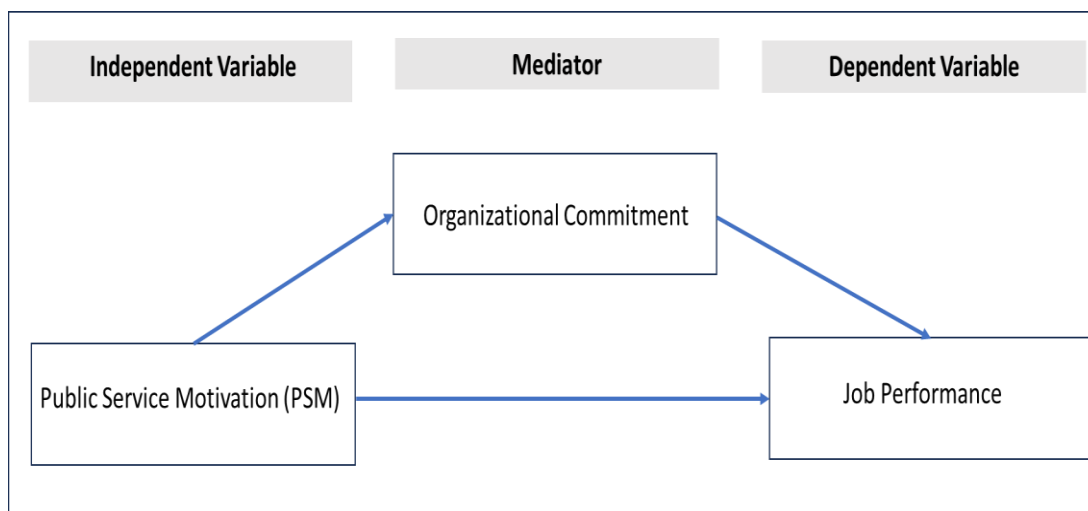


Figure 2. 1
Conceptual Framework

2.6 Development of Hypotheses

2.6.1 The Influence of Public Service Motivation on Job Performance

PSM is recognized as an important factor influencing job performance, especially in public sector organizations. PSM embodies the natural drive of people to enhance community well-being and engage in public service, frequently fueled by principles like selflessness, empathy, and dedication to the common good. Workers exhibiting elevated levels of public service motivation tend to show enhanced job performance, as they align closely with the objectives of the organization and are committed to serving the public (Das, 2023).

Recent studies highlight the beneficial connection between public service motivation and job performance. Nishimura et al. (2021) pointed out that employees who possess a strong sense of public service motivation tend to show greater commitment to tasks

and enhanced work efficiency, as their motivations are in harmony with the broader objectives of their organizations. In a similar vein, Quintero (2022) highlighted that PSM cultivates a sense of purpose and significance in one's work, leading to enhanced performance results in public service positions.

Additionally, Das (2023) performed a longitudinal study on public sector organizations and discovered that individuals exhibiting elevated levels of PSM consistently showed improved task performance and a proactive attitude towards challenges, especially in dynamic and resource-limited settings. This is consistent with Ugyel's (2021) findings, indicating that PSM impacts individual effort and promotes collaboration and organizational citizenship behaviors, amplifying job performance.

Thus, it is hypothesized that:

H1: Public Service Motivation positively influences job performance among Administrative and Diplomatic Officers.

2.6.2 The Influence of Organizational Commitment on Job Performance

Commitment to the organization plays a vital role in influencing job performance, especially in settings where it is crucial to align with the goals and values of the organization. Organizational commitment signifies the emotional bond and loyalty employees have towards their organization, impacting their readiness to put in effort and make significant contributions to the organization's goals. Workers who exhibit strong dedication to their organization tend to show reliable and exceptional performance, driven by their profound connection to the organization's mission and their desire to fulfill its objectives.

Recent studies have shown a clear link between dedication to the organization and effectiveness in job performance. According to Herrera and De Las Heras-Rosas (2021), individuals with a high level of commitment to their organizations tend to demonstrate improved task efficiency, superior problem-solving skills, and a teamwork-oriented mindset. In a similar vein, Rashid and Ma'On (2021) discovered that elevated organizational commitment promotes a proactive work mindset and enhances task performance, ultimately leading to greater organizational effectiveness.

Moreover, Notanubun (2021) highlighted that dedication to the organization influences personal performance and also improves team interactions while fostering behaviors that benefit the organization as a whole. Such actions, extending beyond official job duties, foster a constructive work environment and subtly enhance overall performance. Ribeiro et al. (2022) highlighted the significance of organizational commitment within public sector institutions, emphasizing its crucial role in aligning employees with the goals of the organization, especially in mission-focused settings like government entities.

The results highlight the importance of organizational commitment as a key element that directly improves job performance, positioning it as a crucial factor in comprehending workplace effectiveness.

Thus, it is hypothesized that:

H2: Organizational commitment positively influences job performance among Administrative and Diplomatic Officers.

2.6.3 The Influence of Public Service Motivation on Organizational Commitment

PSM is recognized as a critical factor influencing organizational commitment, particularly within the public sector. PSM refers to an individual's intrinsic drive to serve the public good, underpinned by values such as altruism and societal responsibility. Organizational commitment, on the other hand, represents the psychological attachment an employee feels toward their organization. The alignment of intrinsic motivations with organizational values is foundational to fostering a deep sense of commitment among employees.

Recent studies have consistently demonstrated a positive relationship between PSM and organizational commitment. Herrera and De Las Heras-Rosas (2021) noted that employees who exhibit high levels of PSM are more likely to identify with their organization's goals and values, leading to greater psychological attachment and loyalty. Similarly, Nishimura et al. (2021) emphasized that PSM enhances organizational commitment by fostering alignment between personal values and the mission of public organizations.

Furthermore, Loo-Zambrano et al. (2022) found that PSM not only strengthens employees' attachment to their organizations but also improves trust and cooperation within the workplace. Das (2023) highlighted those intrinsic motivations associated with PSM, such as a desire to contribute to societal welfare, create a strong foundation for sustained organizational commitment in public sector institutions.

These findings underscore the importance of PSM in shaping organizational commitment, particularly in mission-driven environments like the Malaysian civil service.

Thus, it is hypothesized that:

H3: Public Service Motivation positively influences organizational commitment among Administrative and Diplomatic Officers.

2.6.4 The Influence of Organizational Commitment as a Mediator between Public Service Motivation and Job Performance

The association between PSM and job performance is significantly mediated by organizational commitment, especially in public sector settings. PSM represents a person's innate desire to further the common good, which frequently coincides closely with the goals and values of the organization. Employees can channel their intrinsic urges into effective work behaviors when they have organizational commitment, which is described as the psychological attachment they have to their organization. This helps to close the gap between motivation and performance.

The association between PSM and job performance is mediated by organizational commitment, according to recent studies. According to Herrera and De Las Heras-Rosas (2021), workers who have a high PSM are more likely to feel aligned and devoted to their companies, which improves their performance. Das (2023) discovered that, especially in settings with robust organizational cultures, organizational commitment converts the motivating impact of PSM into reliable and efficient work performance.

Furthermore, organizational commitment serves as a medium for converting internal impulses into actions that advance organizational objectives, as highlighted by Aziz et al. (2022). Looor-Zambrano et al. (2022) further supported this association by showing that when employees' dedication to the company is strengthened, they perform better. These employees are driven by public service beliefs.

These results offer compelling empirical evidence in favor of organizational commitment's mediating function, indicating that it is a crucial mechanism by which PSM affects work performance. Thus, it is hypothesized that:

H4: Organizational commitment mediates the relationship between Public Service Motivation and job performance among Administrative and Diplomatic Officers in Malaysia.

2.7 Summary of Research Hypotheses

The hypotheses to be tested in the study are as follows:

H1: Public Service Motivation positively influences job performance among Administrative and Diplomatic Officers.

H2: Organizational commitment positively influences job performance among Administrative and Diplomatic Officers.

H3: Public Service Motivation positively influences organizational commitment among Administrative and Diplomatic Officers.

H4: Organizational commitment mediates the relationship between Public Service Motivation and job performance among Administrative and Diplomatic Officers.

2.8 Summary of the Chapter

This chapter provided an in-depth examination of the existing literature on PSM and its relation to organizational commitment along with job performance. This chapter explored the existing literature and contributed to the formulation of new hypotheses. This literature review established the groundwork for formulating hypotheses and opened avenues for deeper exploration into the connections among variables. The following chapter will present the research methodology, detailing the study design, sampling process, data collection methods, and analytical techniques employed.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research method used in the study. This chapter connects the conceptual framework for this study with the findings discussed in the next chapter.

3.2 Research Design

A quantitative, cross-sectional approach explored the correlations among PSM, organizational commitment, and job performance among ADOs in Malaysia. A quantitative method proved to be ideal for evaluating the suggested hypotheses, facilitating objective data gathering and statistical analysis to examine the connections between variables in a quantifiable manner (Creswell & Creswell, 2018).

A quantitative research design provided a structured approach to assess the hypotheses by measuring relevant constructs. Quantitative methods were a powerful tool for exploring abstract concepts like motivation, commitment, and performance. Researchers were allowed to transform subjective data into quantifiable metrics, which facilitated the use of statistical analysis techniques (Hair et al., 2019). Furthermore, the quantitative method helped in generalizing results within the ADO population by collecting data from a representative sample, which ensured wider relevance.

The research used a cross-sectional approach, collecting data at a specific time to give perspectives on the degree of PSM, organizational commitment, and work performance among ADOs. This method proved to be practical and fit well within resource limitations, offering a useful way to examine the connections between

variables without requiring lengthy follow-up (Bryman, 2016). Cross-sectional designs were valuable tools in public sector research, helping to grasp the direct relationships between motivational factors and organizational outcomes (Zikmund et al., 2013).

Data collection was carried out solely via a Google Forms questionnaire, which was shared with ADOs from the various government departments in Malaysia. The use of online data collection methods like Google Forms offered a means to ensure that the process remained accessible, maintained confidentiality, and operated efficiently, with responses being securely stored and easily organized for analysis. Google Forms was widely used in research because it was user-friendly and ensured secure data management, particularly in large studies where accessibility and confidentiality were crucial factors (Evans & Mathur, 2005). This study collected data over a period of six weeks, providing ample opportunity for the targeted ADOs at different levels to respond.

3.3 Operational Definition

Operational definitions clarified how each variable in this study was understood for analysis, ensuring consistency and clear communication. This research examined three main variables: PSM, organizational commitment, and job performance.

3.3.1 Public Service Motivation

An individual's predisposition to respond to motives grounded primarily or uniquely in public institutions, reflecting values of service, altruism, and the public good (Jiang et al., 2024).

3.3.2 Organizational Commitment

An individual's psychological attachment to the organization, characterized by alignment with its values, goals, and mission, leading to sustained engagement and reduced turnover intentions (Kandemir, 2024).

3.3.3 Job Performance

The execution of tasks and responsibilities related to an employee's role, evaluated based on efficiency, effectiveness, and alignment with organizational goals" (Frumuşanu & Epureanu, 2024).

3.4 Measurement of Variables/Instrumentation

Validated scales assessed the primary variables of the study: PSM, organizational commitment, along with job performance. The selection of these instruments relied on their established reliability and widespread usage in research concerning public administration and organizational behavior, which ensured an accurate evaluation of each construct.

Each instrument used a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) for evaluating the attitudes and behaviors of respondents. The scales were designed to reflect the complex nature of each variable, offering a thorough evaluation that supported a strong analysis of the connections between the variables. The instrument utilized in this research was derived from the research of an earlier scholar, as shown in Table 3.1 and list of the items as shown in Table 3.2.

Table 3. 1
Measurement Instruments

Variables	Instrument	No. of items	Source	Dimensions Assessed
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Public Service Motivation	16-item Public Service Motivation Scale	16	Kim et al. (2012)	Attraction to Public Policy Making, Commitment to Public Interest, Compassion, Self-Sacrifice
Organizational Commitment	Allen and Meyer's Organizational Commitment Scale	18	Allen & Meyer (1993)	Affective Commitment, Continuance Commitment, Normative Commitment
Job Performance	Individual Work Performance Questionnaire (IWPQ) 1.0	18	Koopmans et al. (2014)	Task Performance, Contextual Performance, Counterproductive Work Behavior

Table 3. 2
List of Measurement Items

Variables	No. of Items	Items
Public Service Motivation	16	1. I admire people who initiate or are involved in activities to aid my community. 2. It is important to contribute to activities that tackle social problems. 3. Meaningful public service is very important to me. 4. It is important for me to contribute to the common good. 5. I think equal opportunities for citizens are very important. 6. It is important that citizens can rely on the continuous provision of public services. 7. It is fundamental that the interests of future generations are taken into account when developing public policies. 8. To act ethically is essential for public servants. 9. I feel sympathetic to the plight of the underprivileged. 10. I empathize with other people who face difficulties. 11. I get very upset when I see other people being treated unfairly.

		12. Considering the welfare of others is very important. 13. I am prepared to make sacrifices for the good of society. 14. I believe in putting civic duty before self. 15. I am willing to risk personal loss to help society. 16. I would agree to a good plan to make a better life for the poor, even if it costs me money.
Organizational Commitment	18	1. I would be very happy to spend the rest of my career in this organization. 2. I really feel as if this organization's problems are my own. 3. I do not feel like 'part of my family' at this organization. 4. I do not feel 'emotionally attached' to this organization. 5. This organization has a great deal of personal meaning for me. 6. I do not feel a strong sense of belonging to this organization. 7. It would be very hard for me to leave my job at this organization right now even if I wanted to. 8. Too much of my life would be disrupted if I leave my organization. 9. Right now, staying with my job at this organization is a matter of necessity as much as desire. 10. I believe I have too few options to consider leaving this organization. 11. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere. 12. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice. 13. I do not feel any obligation to remain with my organization. 14. Even if it were to my advantage, I do not feel it would be right to leave. 15. I would feel guilty if I left this organization now. 16. This organization deserves my loyalty. 17. I would not leave my organization right now because of my sense of obligation to it. 18. I owe a great deal to this organization.



Table 3.2 (continued)

Job Performance	18	1. I managed to plan my work so that it was done on time. 2. My planning was optimal. 3. I kept in mind the results that I had to achieve in my work. 4. I was able to separate main issues from side issues at work. 5. I was able to perform my work well with minimal time and effort. 6. I took on extra responsibilities. 7. I started new tasks myself, when my old ones were finished. 8. I took on challenging work tasks, when available. 9. I worked at keeping my job knowledge up-to-date. 10. I worked at keeping my job skills up-to-date. 11. I came up with creative solutions to new problems. 12. I kept looking for new challenges in my job. 13. I actively participated in work meetings. 14. I complained about unimportant matters at work. 15. I made problems greater than they were at work. 16. I focused on the negative aspects of a work situation, instead of on the positive aspects. 17. I spoke with colleagues about the negative aspects of my work. 18. I spoke with people from outside the organization about the negative aspects of my work.
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3.5 Data Collection

This study had two phases for collecting data. A pilot study confirmed the reliability and suitability of the research instrument. The main data collection for the entire study sample followed this.

3.5.1 Pilot Study

A pilot study occurred over two weeks, from 22 July 2024 to 4 August 2024, aiming to assess the reliability and clarity of the instrument used. In the initial phase, 30 respondents from the ADOs population were chosen. This group served for an initial exploration of the PSM, organizational commitment, and job performance scales to assess whether any changes were needed prior to the main data collection stage.

The assessment of internal reliability and consistency occurred during the pilot phase, whereby Cronbach's Alpha was calculated for each scale based on the collected responses. The findings showed strong reliability scores for each construct (PSM = 0.898, OC = 0.857, JP = 0.810), indicating that the tool had been effectively designed to assess the targeted variables in this setting. The pilot study results indicated that no significant changes were necessary, allowing the research to progress to the full data collection phase with confidence in the tool's reliability and importance. Table 3.2 displays the reliability analysis for each variable evaluated through Cronbach's Alpha.

Table 3. 3
Reliability Analysis for Pilot Study

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
PSM	0.898	0.898	16
OC	0.857	0.857	18
JP	0.810	0.810	18

3.5.2 Main Data Collection

The main data collection stage came soon after the successful completion of the pilot study and lasted six weeks, from 5 August 2024 to 15 September 2024. This phase focused on gathering responses from a wider range of ADOs throughout various

departments in Malaysia's public sector. The aim had been to develop a comprehensive and representative dataset to discover the relationships between the variables within that group.

The data collection process included an online survey that was managed through Google Forms. It was shared via WhatsApp and different social media platforms messaging tools accessible to ADOs, which facilitated easy access and broad outreach. To enhance response rates, reminders were sent out consistently throughout the collection period.

Involvement in the study was entirely voluntary, and respondents understood that they were free to leave at any time without facing repercussions. The survey ensured that participants remained anonymous, which promoted honest and accurate responses. No personal information had been gathered, and the data had been utilized exclusively for research purposes.

Once the process was completed, the collected data underwent a thorough check for completeness and accuracy, and then it was prepared for statistical analysis. The ethical considerations in this study ensured that it was conducted responsibly, respecting the rights and privacy of each participant while collecting valuable data on motivation, commitment, and performance among ADOs in Malaysia.

3.6 Population and Sampling

The study employed a sampling method that focused on gathering a representative sample of ADOs from different levels within Malaysia's public sector.

3.6.1 Target Population

This study focuses on a target population of 10,000 ADOs working in different ministries and departments of the Malaysian Civil Service according to the Public Service Department (JPA), unpublished internal data, January 2024).

3.6.2 Sample Size Determination

Krejcie and Morgan's (1970) sample size table, a popular tool for predicting suitable sample sizes in social science research, was used to calculate the sample size. Krejcie and Morgan stated that for a population of approximately 10,000, a minimum of 370 samples was necessary to achieve a statistically representative sample. This study sought to meet or exceed the minimum sample size in order to assure that the results were relevant to the broader ADO population.

3.6.3 Sampling Technique

The study used a convenience sampling method. This was a non-probability approach that selected respondents determined by their availability and readiness to engage in the study. Because of time and resource limits, convenience sampling was selected as a suitable method, allowing for an effective method to gather responses from ADOs who were reachable through WhatsApp, Facebook, and Instagram messaging tools. Although convenience sampling did not ensure random selection, it provided a practical way to engage a diverse range of ADOs from various ministries and departments within the public sector.

The researcher used digital platforms messenger tools like WhatsApp and social media to connect with many ADOs, which improved the chances of collecting an adequate

sample size. Although convenience sampling limited how widely the findings could be applied, choosing a large sample size according to Krejcie and Morgan's recommendations helped reduce biases and made the sample more representative.

3.6.4 Unit of Analysis

The unit of analysis for this study was individual ADO within the Malaysian Civil Service. Each respondent represented a single data point, and their responses were analyzed to examine the influence of public service motivation and organizational commitment on job performance.

3.7 Data Collection Procedures

A pilot study with 30 ADOs was done to pretest the questionnaire before full distribution, focusing on its usability, relevance, and clarity. The initial step ensured that participants understood the questions as intended, which reinforced the trustworthiness and accuracy of the gathered data. The pilot study indicated that no changes were necessary, as the instrument demonstrated high reliability and suitability for the main data collection.

For the final data collection, the questionnaire was developed and distributed using Google Forms. A personalized message introducing the study and explaining its purpose, along with the survey link, was shared through WhatsApp and relevant social media platforms, such as Facebook and Instagram messaging tools. To enhance participation and ensure broad representation, ADO communication representatives from different batches of appointment were enlisted to assist in the distribution process. These representatives distributed the survey link across their respective batch-

specific WhatsApp groups and other relevant communication networks within the ADO community.

The introductory message accompanying the survey assured participants of their privacy and confidentiality, explained that the data would be self-reported and securely stored, and provided clear instructions for completing the questionnaire. Since the study did not involve any published or sensitive data, no formal approval process was necessary. The data collection adhered to ethical research practices, as outlined in the researcher's framework from Universiti Utara Malaysia (UUM). The data collection form is included in Appendix C.

The survey lasted for six weeks, giving participants plenty of chances to take part at their convenience. Weekly reminder messages were shared on WhatsApp, Facebook, and Instagram messaging tools to motivate ADOs who had not yet replied, aiming to achieve a representative sample.

The responses collected through Google Forms had been securely stored in Google Drive, with access restricted solely for the researcher to ensure confidentiality and data integrity. Once the data collecting period ended, the responses were retrieved and meticulously examined for completeness and accuracy. The data had been organized for statistical analysis, which created a strong dataset to explore the connections between the variables.

3.8 Technique of Data Analysis

This research examined data using IBM SPSS Statistics Version 29, employing a structured methodology with various statistical techniques to investigate the suggested relationships among the variables. The method proposed by Baron and Kenny (1986) was employed to comprehensively assess the direct impact of PSM on job performance, and the indirect impact mediated by organizational commitment.

3.8.1 Data Screening and Preliminary Analysis

Identifying outliers, anomalies, and missing values in the data was the initial step taken before conducting the main analysis. Descriptive statistics summarized the distribution of each variable and its demographic aspects. This initial analysis set a baseline and confirmed that the data was appropriate for further examination (Field, 2018).

3.8.2 Reliability and Validity Analysis

Cronbach's alpha was calculated for all variables to evaluate the validity and reliability of each measurement scale. A Cronbach's alpha of 0.70 or above was deemed adequate to guarantee internal consistency (Hair et al., 2019).

3.8.3 Correlation Analysis

Pearson's correlation coefficient was employed to analyze the connection among the variables. This analysis provided early evidence to support or challenge the study's hypothesis about the direction and strength of the relationships among the variables. Moreover, performing correlation analysis validated the assumptions necessary for the subsequent regression and mediation studies (Creswell & Creswell, 2018).

3.8.4 Regression Analysis

This study used simple linear regression to examine the direct links of PSM on job performance as well as organizational commitment on job performance (Hypotheses H1 and H2). In addition, simple linear regression is used to examine the influence of PSM on organizational commitment (Hypothesis H3). Multiple regression was also used to examine how both PSM and organizational commitment affected job performance.

3.8.5 Mediation Analysis

The mediation method proposed by Baron and Kenny (1986) was used to examine Hypothesis H4, which indicated that organizational commitment acted as an intermediary in the correlation among PSM and job performance. This approach involved conducting several regression analyses to assess mediation by focusing on three essential criteria: (1) PSM showed a substantial influence on job performance (total effect), (2) PSM had a substantial effect on organizational commitment, and (3) organizational commitment significantly affected job performance while accounting for PSM. The influence of PSM upon job performance diminished or became insignificant when considering organizational commitment, suggesting either partial or full mediation, as relevant.

3.9 Summary of the Chapter

This chapter provided a clear overview of the research methods used to explore the connections between the variables. The approach emphasized validated measures, sampling, data collection, and thorough statistical analyses (correlation, regression,

mediation) to gain insights into those relationships. The following chapter carefully examined the analytical results and drew conclusions.



CHAPTER FOUR

ANALYSIS AND FINDINGS

4.1 Introduction

This chapter examines the study's results using the methods from the previous chapter. The first section provides demographic information on the respondents, while the subsequent section shows the reliability testing results for each variable. The final portion shows variable descriptive statistics. The fourth portion includes inferential analytic results, while the fifth section summarizes hypothesis testing. This chapter ends with the conclusion.

4.2 Response Rate

The researchers had set the initial target sample size for this study at 370 respondents, following the guidelines from Krejcie and Morgan's (1970). At the conclusion of the survey period, a total of 290 responses were received, resulting in a response rate of 78.38%. This response rate was calculated as the number of responses received divided by the target sample size and multiplied by 100. While slightly below the target, a response rate of this magnitude is still considered acceptable for survey-based research and ensures a robust dataset for analysis.

The response rate reflects the challenges of data collection, such as limited access to participants, time constraints, and varying levels of willingness to participate. Despite these challenges, the data collected from the 290 respondents provides valuable insights and remains representative of the targeted sample population. These results form a strong basis for understanding the perspectives and experiences of ADOs within the Malaysian civil service.

4.3 Demographics of the Respondents

The demographic profile of the respondents revealed a diverse group in terms of gender, age, marital status, education, years of service, and current grade. Among the 290 participants, 53.1% were male, and 46.9% were female. Age distribution spanned six categories, with the largest group (44.8%) aged 36-40 years, followed by 41-45 years (35.2%), while smaller proportions represented younger professionals under 25 years (4.1%) and those over 46 years (7.2%). Most respondents were married (83.1%), with single (14.1%) and divorced individuals (2.8%) forming the minority. Educationally, 50.7% held Master's degrees, 48.3% held Bachelor's degrees, and 1.0% had Doctorates. Regarding professional experience, the majority (78.3%) had served 11-15 years, while others reported under five years (8.3%) or over 21 years (3.1%). The respondents' service grades reflected middle management dominance, with 71.4% in Grade M48, followed by Grades M44 (14.8%) and M41 (7.9%). This distribution illustrates a well-experienced, educated, and predominantly middle-management cohort. Table 4.1 present the demographic of the respondents.

Table 4. 1
Demographic of Respondents (N=290)

Demographic	Frequency (N)	Percentage (%)
Gender		
Male	154	53.1
Female	136	46.9
Age		
Less than 25 years old	12	4.1
25-30 years old	2	0.7
31-35 years old	23	7.9
36-40 years old	130	44.8
41-45 years old	102	35.2
46 years old and above	21	7.2
Marital Status		
Single	41	14.1

Table 4.1 (continued)

Married	241	83.1
Divorced	8	2.8
Widowed	0	0
Highest Level of Education		
Bachelor's Degree	140	48.3
Master's Degree	147	50.7
Doctorate (PhD)	3	1.0
Professional Qualifications	0	0
Years of Service as Civil Servants		
Less than 5 years	24	8.3
6-10 years	8	2.8
11-15 years	227	78.3
16-20 years	22	7.6
More than 21 years	9	3.1
Current Grade of Service		
Grade M41	23	7.9
Grade M44	43	14.8
Grade M48	207	71.4
Grade M52	11	3.8
Grade M54	6	2.1

4.4 Descriptive Analysis

Table 4.2 shows the findings of the descriptive statistics analysis for PSM, OC, and JP derived from the respondents' feedback. The mean score for PSM stood at 4.55, accompanied by a standard deviation of 0.47. A high mean score indicated that respondents commonly showed a strong motivation for civil service roles, reflecting a deep personal connection to the values and goals associated with this job. The negative skewness of -0.387 indicated a slight clustering of scores towards the higher end of the scale, pointing to a generally high level of motivation among the sample.

The OC construct had a mean score of 3.80 and a standard deviation of 0.60, indicating a moderate degree of variability in the responses that were gathered. The slight negative skewness of -0.857 indicated that respondents generally exhibited greater levels of commitment.

The mean for JP stood at 3.92, accompanied by a standard deviation of 0.44, which showed the results were fairly uniform, clustering closely around a high central value. The skewness value of -0.206 indicated that the distribution was closely normal, showing a slight tendency towards higher performance ratings. The consistency observed indicated that respondents held similar views on job performance, which provided a solid basis for exploring the connections between PSM, OC, and JP in this study.

Table 4. 2
Descriptive Statistic of PSM, OC and JP (N=290)

Variable	Mean	Std. Deviation	Minimum	Maximum	Skewness
PSM	4.55	0.47	3.00	5.00	-0.387
OC	3.80	0.60	1.78	4.61	-0.857
JP	3.92	0.44	2.72	5.00	-0.206

The descriptive statistics for each subdimension of PSM, OC, and JP offered insight into the distribution of responses. Table 4.3 shows PSM, OC, and JP subdimension descriptive statistics.

Table 4. 3

Descriptive Statistic for Subdimensions of PSM, OC, and JP (N=290)

Variable	Mean	Std. Deviation	Minimum	Maximum	Skewness
Public Service					
Motivation					
Attraction to Public Service (APS)	4.62	0.47	3.00	5.00	-0.60
Commitment to Public Values (CPV)	4.59	0.48	3.00	5.00	-0.57
Compassion (COM)	4.58	0.49	3.00	5.00	-0.49
Self-Sacrifice (SS)	4.42	0.61	2.25	5.00	-0.69
Organizational					
Commitment					
Affective Commitment (AC)	3.03	0.40	2.00	4.33	0.55
Continuance Commitment (CC)	4.19	0.91	1.00	5.00	-0.97
Normative Commitment (NC)	4.17	0.91	1.00	5.00	-0.92
Job Performance					
Task Performance (TP)	4.53	0.60	2.60	5.00	-1.35
Contextual Performance (CP)	4.15	0.51	2.75	5.00	-0.52
Counterproductive Work Behavior (CWB)	2.94	0.84	1.00	5.00	-0.01

APS, CPV, COM, and SS formed PSM. The average scores for each subdimension were high, with APS (Mean = 4.62, SD = 0.47) and CPV (Mean = 4.59, SD = 0.48) nearing the scale maximum. The responses reflected a strong affinity for public service and public sector principles. The negative skewness values for APS (-0.60) and CPV (-0.57) showed that most respondents had evaluated these features highly, reflecting

significant public service motivation. Participants had scored high on COM (Mean = 4.58, SD = 0.49), which suggested a sympathetic worldview. Even though SS recorded a notably lower mean (Mean = 4.42, SD = 0.61), it reflected a dedication to placing the community's needs above personal gains.

AC, CC, and NC were three major components of OC. The average score for Affective Commitment was modest (Mean = 3.03, SD = 0.40), suggesting that respondents had varying emotional attachments to the organization. This intermediate attachment indicated that some employees were emotionally committed to their company, while others were not. On the other hand, Continuance Commitment had a mean of 4.19 and a standard deviation of 0.91, while Normative Commitment recorded a mean of 4.17 with a standard deviation of 0.91. Both showed somewhat negative skewness values of -0.97 and -0.92. The findings indicated that many individuals felt compelled to remain in their jobs because of supposed costs or obligations, rather than just emotional ties.

TP, CP and CWB were used to evaluate JP. Respondents valued their contributions to tasks and context, as indicated by their average TP (Mean = 4.53, SD = 0.60) and CP (Mean = 4.15, SD = 0.51) ratings. TP was consistent, suggesting job efficiency and productivity. CP, though lower, still highlighted characteristics of organizational improvement such as cooperation and flexibility. The mean score for CWB stood at 2.94, with a standard deviation of 0.84, which was notably lower compared to the other subdimensions. Responders rarely took actions that harmed the company. The skewness of CWB was -0.01, which was nearly zero, suggesting a normal distribution where most responders tended to avoid counterproductive actions.

4.5 Inferential Analysis

The inferential analysis was designed to inspect the hypotheses of the study, concentrating on the connections between the variables. The conducted analyses were correlation analysis, multiple regression analysis, and mediation analysis. Each analysis matched the hypotheses to assess the strength, direction, and significance of the correlations among the variables.

4.5.1 Correlation Analysis

A Pearson correlation analysis was performed to explore the associations among PSM, OC, and JP. Table 4.4 below presents the findings of the correlation study.

Table 4. 4
Pearson Correlation Coefficients (N=290)

Variables	PSM	OC	JP
PSM	1	0.346**	0.465**
OC	0.346**	1	0.576**
JP	0.465**	0.576**	1

Note: $p < 0.01$ for all correlations.

The research demonstrated a positive and moderate correlation between PSM and OC ($r = 0.346$, $p < 0.01$), suggesting that increased motivation in public service correlates with enhanced organizational commitment. This association corresponds with the study's anticipations, since individuals driven by public service often cultivate a heightened feeling of commitment and devotion to their employment.

Similarly, PSM had a moderate correlation with JP ($r = 0.465$, $p < 0.01$). This association suggests that an increase in desire for public service correlates with enhanced work performance. This data corroborates the idea that personnel exhibiting

elevated levels of PSM may demonstrate greater dedication and engagement in their employment, resulting in enhanced performance outcomes.

OC had a strong positive connection with JP ($r = 0.576$, $p < 0.01$). This indicates that personnel exhibiting greater organizational commitment are more inclined to perform efficiently in their positions. The significant association between organizational commitment and work performance highlights the necessity of cultivating organizational commitment to improve job performance in the public sector.

4.5.2 Regression Analysis

This research utilized regression analysis primarily to test hypotheses, offering insights into the direct and indirect relationships among PSM, OC, and JP. The regression analysis was structured into two main sections to systematically address the hypotheses. The initial section looked at the direct effects, exploring the connection between two variables, while the following section examined the indirect effects, analyzing how OC mediated the relationship between PSM and JP.

4.5.2.1 Simple Linear Regression Analysis

Several simple linear regression analyses were conducted to evaluate the direct correlations among the variables. The analyses aimed to test H1, H2, and H3. The summary of the regression analysis can be found in Table 4.5.

Table 4. 5

Summary of Regression Analysis for Testing Direct Effects of PSM and OC on JP & PSM on OC (N=290)

Hypothesis	Predictor	Outcome	β (Beta)	t	p-value	R ²	Result
H1	PSM	JP	0.465	8.921	< 0.01	0.216	Supported

H2	OC	JP	0.576	11.950	< 0.01	0.33	Supported
H3	PSM	OC	0.346	6.267	<0.01	0.12	Supported

The results demonstrated that PSM positively influences JP, with a standardized beta coefficient of 0.465, $t(288) = 8.921$, $p < 0.01$. The model's R^2 value was 0.216, signifying that PSM explains 21.6% of the variation in JP. This **supports H1** that employees intrinsically motivated by public service principles generally exhibit superior performance in their positions.

Another regression analysis examined the influence of OC on JP. OC was found to significantly predict JP, with a standardized beta coefficient of 0.576, $t(288) = 11.950$, $p < 0.01$, and an R^2 of 0.33. This result **supports H2** and signifies that OC explains 33% of the variance in JP. The significant beneficial impact of organizational commitment on work performance highlights the necessity of cultivating such commitment to improve job performance in the public sector.

The last regression analysis revealed that PSM positively influences OC with a standardized beta coefficient of 0.346, $t(288) = 6.267$, $p < 0.01$. The R^2 value for this model was 0.12, indicating that PSM explains 12% of the variance in OC. This finding **supports H3**, suggesting that elevated levels of motivation to serve the public correlates with enhanced organizational commitment

4.5.2.2 Multiple Regression Analysis

A multiple regression analysis examined how PSM and OC affect JP. JP was the result, whereas PSM and OC were predictors. Table 4.6 presents the results of the multiple regression analysis.

Table 4. 6

Multiple Regression Analysis of PSM and OC on JP (N=290)

Predictor	β (Beta)	t	p-value
PSM	0.279	6.260	< 0.001
OC	0.576	9.761	< 0.001

R-squared (R^2): 0.412

The model accounted for 41.2% of the variation in JP ($R^2 = 0.412$), suggesting that a significant part of JP is affected by PSM and OC. The results demonstrated that OC exerted a significant positive influence on JP with a standardized coefficient (β) of 0.576 ($t = 9.761$, $p < 0.001$). This indicated that, when accounting for PSM, increased levels of OC were linked to better JP results. The significant standardized coefficient highlighted that OC was a key factor influencing JP, showcasing its importance in boosting employees' performance levels.

PSM was recognized as a substantial indicator of JP, exhibiting a standardized coefficient (β) of 0.279 ($t = 6.260$, $p < 0.001$). The positive connection indicated that increased motivation tied to public service was associated with improved job performance, though the effect was moderate once organizational commitment was factored in the model.

Findings demonstrated that, while both PSM and OC had positive associations with JP, OC showed a stronger relationship with JP than PSM did. This result suggested that commitment to the organization played a more dominant role in predicting job performance outcomes, potentially serving as a pathway through which PSM exerted influence on JP. Therefore, fostering both PSM and OC proved to be key strategies for enhancing job performance in the public sector.

4.5.3 Mediation Analysis

The Baron and Kenny approach (1986) was used to examine OC as a mediator between PSM and job JP (H4).

4.5.3.1 Baron and Kenny's Method

The study utilized the Baron and Kenny (1986) technique, comprising a sequence of regression procedures to determine the presence of mediation, as illustrated in Table 4.7.

Table 4. 7

Mediation Analysis of OC as a Mediator between PSM and JP Using Baron and Kenny's Method (N=290)

Path	Predictor	Outcome	Coefficient (β)	t-value	p-value
Direct Effect (c)	PSM	JP	0.465	8.921	< 0.01
Effect of PSM on OC (a)	PSM	OC	0.346	6.267	< 0.01
Effect of OC on JP (b)	OC	JP	0.576	11.950	< 0.01
Direct Effect with Mediator (c')	PSM	JP	0.279	6.260	< 0.01
Indirect Effect (Mediated) (a*b)	PSM $\rightarrow$ OC $\rightarrow$ JP	Indirect Effect	0.1993	-	-
Total Effect (c=c+ a*b)	PSM	JP (Total)	0.6643	-	-

The overall impact of PSM on JP was evaluated, with OC omitted from the model. The findings revealed a substantial positive correlation between PSM and JP, evidenced by a beta value of 0.465 ($t = 8.921$, $p < 0.01$). The findings revealed that public service motivation (PSM) significantly affected job performance (JP), indicating that individuals with elevated levels of PSM generally exhibited superior performance in their professions.

Subsequently, the examination focused on whether PSM had a meaningful predictive connection with OC, which was crucial for determining mediation. The regression analysis indicated a significant positive effect of PSM on OC, as evidenced by a beta coefficient of 0.346 ($t = 6.267$, $p < 0.01$). The finding supported the notion that employees motivated by public service values often developed a stronger emotional bond and commitment to their organization, which was consistent with the theory that PSM boosted OC.

In the third step, OC was used as a predictor in conjunction with PSM to assess its impact on JP. The findings revealed that organizational culture positively influenced work performance, exhibiting a significant effect ($\beta = 0.576$, $t = 11.950$, $p < 0.01$). Moreover, the direct impact of PSM on JP diminished from 0.465 to 0.279 ($t = 6.260$, $p < 0.01$) subsequent to the introduction of OC as a mediator. The diminished effect showed partial mediation, showing that while PSM directly influenced JP, OC also served as a mediator, so partially transmitting the effects of PSM on JP.

The indirect effect of PSM on JP via OC was calculated by taking the effect of PSM on OC (0.346) and multiplying it by the effect of OC on JP (0.576), resulting in an

indirect effect of 0.1993. This finding supported the notion that part of PSM's impact on JP was shaped by OC, confirming the partial mediation proposed in H4. The total effect of PSM on JP was 0.6643, encompassing both direct and indirect effects. The overall impact indicated that PSM significantly enhanced JP both directly and indirectly through OC, thereby offering **strong support for H4**.

4.6 Summary of Hypotheses Results

Table 4.8 summarizes the results of the hypotheses tested in this study.

Table 4. 8

Summary of Hypotheses Testing

Hypotheses	Statement	Result
H1	Public Service Motivation positively influences job performance among Administrative and Diplomatic Officers.	Supported
H2	Organizational commitment positively influences job performance among Administrative and Diplomatic Officers.	Supported
H3	Public Service Motivation positively influences organizational commitment among Administrative and Diplomatic Officers.	Supported
H4	Organizational commitment mediates the relationship between Public Service Motivation and job performance among Administrative and Diplomatic Officers	Supported

4.7 Summary of the Chapter

The statistical analysis indicated that all four hypotheses were supported. The results demonstrated that PSM was essential for enhancing organizational commitment and personnel performance. The correlation among PSM and job performance was partially mediated by organizational commitment. The following chapter will discuss

the findings in detail, compare them with previous studies, and highlight their implications for theory and practice.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

The analytical results from the previous chapter are summarized and examined in this chapter in order to address the research questions. The study's conclusion concludes the chapter.

5.2 Discussion of the Findings

This study explored the relationships among PSM, organizational commitment, and job performance of Administrative and Diplomatic Officers in Malaysia.

5.2.1 The Influence of Public Service Motivation on Job Performance

The findings of this study confirm that PSM has a significant and positive influence on job performance among ADOs. **This supports the hypothesis (H1)** that higher levels of PSM enhance job performance. These results align with the theoretical foundation outlined in this study and existing empirical research, reinforcing the importance of intrinsic motivation in driving employee performance within public sector organizations.

The positive relationship between PSM and job performance is consistent with the theoretical insights discussed earlier. Das (2023) found that individuals with high levels of PSM naturally align their personal values with organizational objectives, resulting in greater task efficiency and a proactive approach to work. Similarly, Nishimura et al. (2021) highlighted that public servants motivated by a strong sense of public service demonstrate higher levels of work commitment and task execution.

These studies emphasize the alignment between intrinsic motivation and job performance, which is further validated by the findings of this study within the context of the Malaysian civil service.

PSM enhances job performance by fostering a strong sense of purpose and dedication among employees. ADOs with high levels of PSM were observed to exhibit enhanced problem-solving abilities, adaptability, and proactive engagement in their responsibilities. These attributes are particularly valuable in the Malaysian public sector, where the complexity of job roles and the diverse needs of citizens demand both technical expertise and a commitment to public welfare. The findings indicate that PSM not only drives individual effort but also contributes to the overall effectiveness and responsiveness of public sector organizations.

The study's results highlight the importance of cultivating PSM through organizational practices. Quintero (2022) argued that organizational environments that emphasize meaningful work, recognize employees' societal contributions, and align organizational missions with public service values can amplify intrinsic motivation and, consequently, enhance job performance. Public sector organizations can adopt these strategies to strengthen their employees' sense of purpose and alignment with organizational goals.

From a practical perspective, these findings suggest that public sector organizations, particularly in Malaysia, should prioritize identifying and nurturing PSM among their workforce. Recruitment strategies that focus on values-based assessments can help select candidates with a strong intrinsic motivation for public service. Additionally,

training and professional development programs that emphasize the societal impact of employees' roles can reinforce their motivation and commitment. Recognition programs that celebrate employees' contributions to public welfare can further enhance their sense of purpose and encourage sustained high performance.

5.2.2 The Influence of Organizational Commitment on Job Performance

The findings of this study affirm that organizational commitment has a significant and positive influence on Job Performance among ADOs. This **result supports the hypothesis (H2)** that employees with higher levels of organizational commitment demonstrate superior job performance. These findings align with existing literature, emphasizing the role of commitment in enhancing both individual and organizational effectiveness.

Organizational commitment influences job performance by fostering a strong emotional and psychological bond between employees and their organization. Employees with higher commitment are more likely to align their efforts with organizational goals, exhibit dedication to their roles, and contribute to achieving institutional objectives. Herrera and De Las Heras-Rosas (2021) highlighted that committed employees demonstrate improved task efficiency, problem-solving abilities, and collaborative behaviors, all of which directly contribute to enhanced job performance. Similarly, Rashid and Ma'On (2021) noted that organizational commitment fosters a sense of responsibility and loyalty, driving employees to excel in their roles and contribute beyond the expectations of their formal job descriptions.

In the context of the Malaysian civil service, the alignment between employees' values and the organization's mission is particularly critical. ADOs with strong organizational commitment are more likely to identify with the goals of public service, which enhances their intrinsic motivation to perform. This alignment is essential for addressing complex societal challenges and delivering effective public services. The findings suggest that committed ADOs exhibit not only higher levels of task performance but also a greater willingness to engage in discretionary efforts that benefit the organization.

The findings have important implications for the Malaysian civil service. Public sector organizations can enhance organizational commitment by fostering a supportive and inclusive workplace culture. Providing clear communication of organizational goals, recognizing employees' contributions, and offering career development opportunities are effective strategies for strengthening commitment. Additionally, aligning organizational practices with the values of public service can deepen employees' sense of connection to their roles, further enhancing both commitment and performance.

5.2.3 The Influence of Public Service Motivation on Organizational Commitment

The findings of this study confirm PSM has a significant and positive influence on organizational commitment ADOs. This result **supports the hypothesis (H3)** that higher levels of PSM enhance organizational commitment. The findings are consistent with existing literature, emphasizing the role of intrinsic motivation in fostering employees' psychological attachment to their organizations.

PSM enhances organizational commitment by aligning employees' intrinsic values with the mission and objectives of their organizations. Employees with strong PSM are driven by a desire to contribute to the public good, which naturally aligns with the goals of public sector organizations. Herrera and De Las Heras-Rosas (2021) noted that employees with higher levels of PSM are more likely to develop a sense of loyalty and attachment to their organizations due to shared values and goals. Similarly, Nishimura et al. (2021) found that PSM reinforces organizational commitment by fostering an alignment between employees' personal motivations and the organization's overarching mission.

The findings of this study suggest that ADOs with high PSM are more likely to exhibit stronger organizational commitment, as their roles enable them to fulfill their intrinsic desire to serve the public. This commitment is critical for maintaining a motivated and engaged workforce, particularly in the Malaysian civil service, where employees are tasked with addressing complex societal issues and implementing policies that impact national development. The results also highlight that fostering PSM can enhance employees' emotional connection to their organization, thereby increasing their dedication and willingness to contribute to organizational success.

The practical implications of these findings underscore the importance of cultivating PSM within public sector organizations. Loo-Zambrano et al. (2022) emphasized that creating an environment that values public service ideals can strengthen employees' commitment to their organizations. Providing opportunities for meaningful work, reinforcing the societal impact of employees' contributions, and aligning organizational practices with public service values can further enhance PSM and its

positive impact on organizational commitment. Additionally, Das (2023) noted that recognizing employees' intrinsic motivations and integrating them into organizational goals can deepen their psychological attachment, ultimately fostering a committed and resilient workforce.

5.2.4 The Influence of Organizational Commitment as a Mediator between Public Service Motivation and Job Performance

The findings of this study indicate that organizational commitment partially mediates the relationship between PSM and job performance among ADOs. This partial mediation effect **supports the hypothesis (H4)** and highlights the complexity of the relationship between PSM and job performance. While PSM directly influences job performance, organizational commitment serves as an additional mechanism that enhances this relationship.

PSM fosters intrinsic values such as altruism and a commitment to the public good, which directly contribute to job performance. However, these findings also reveal that PSM enhances organizational commitment, which in turn drives higher levels of job performance. Herrera and De Las Heras-Rosas (2021) emphasized that employees with strong PSM are more likely to develop a sense of loyalty and attachment to their organizations, which strengthens their focus and dedication to their roles. This organizational attachment amplifies the motivational effects of PSM, enabling employees to channel their intrinsic drive into productive work behaviors.

Das (2023) supported this perspective by noting that organizational commitment acts as a conduit through which intrinsic motivations such as PSM are translated into

consistent and effective performance. Employees who feel a strong emotional bond with their organization are more likely to go beyond task requirements, demonstrating enhanced problem-solving skills, adaptability, and proactive engagement in their roles. This study's findings align with these observations, confirming that organizational commitment reinforces the positive effects of PSM on job performance, even as PSM retains a direct influence.

The partial mediation effect also underscores that PSM influences job performance through multiple pathways. while organizational commitment serves as a significant mediator, the direct effect of PSM on job performance remains substantial. This suggests that employees with strong PSM are inherently motivated to perform well, regardless of their level of organizational commitment. however, when organizational commitment is present, it strengthens and enhances the performance outcomes associated with psm.

These findings carry important implications for public sector organizations. To maximize job performance, efforts should focus not only on fostering psm but also on enhancing organizational commitment. Aziz et al. (2022) highlighted the importance of creating a supportive and inclusive work environment to build stronger organizational commitment. By aligning organizational goals with public service values, recognizing employees' contributions, and fostering trust, public sector organizations can enhance both PSM and organizational commitment, ultimately driving superior performance.

5.3 Implications of Research

5.3.1 Theoretical Implications

This study enhances the understanding of PSM and organizational commitment in the civil service, highlighting their influence on job performance. The observed connection between PSM and job performance fits well with SDT, showing that intrinsic motivation plays a crucial role in influencing behavior and performance, particularly in positions where values are closely matched (Deci & Ryan, 2000). Research indicates that people tend to be more motivated and committed when their work reflects their personal values and meets their needs for independence, skillfulness, and social interaction. Employees in the public sector, motivated by PSM, frequently view their jobs as a way to meet these needs, resulting in improved performance.

The study's findings support the view in SDT that intrinsic motivation, represented by PSM, and its interplay with external factors like organizational commitment, is key to enhancing job performance. The findings indicate that organizational commitment plays a partial role in connecting PSM with job performance. This shows that organizational commitment acts as an external factor that enhances the link between intrinsic motivation and performance (Miao et al., 2019). PSM fuels the internal drive, while organizational commitment serves as a supportive structure that turns that motivation into real performance. The complex connection strengthens Perry and Wise's (1990) Public Service Motivation Theory, suggesting that the effect of PSM on job performance could be greater in settings that encourage dedication.

Bringing together SDT with the study's findings highlights the need for civil service to foster settings that encourage intrinsic motivation and dedication. SDT shows that when people feel independent and connected in their jobs, it boosts their dedication and effectiveness, reinforcing the link between motivation, commitment, and performance in public sector environments. Motivation theories in the public sector should incorporate principles of SDT. When organizations promote autonomy and intrinsic motivation, it can result in improved employee outcomes in complex, service-oriented roles (Deci & Ryan, 2000).

5.3.2 Practical Implications

This study's results are important for improving job performance in the Malaysian civil service. The strong connection between PSM and job performance indicates that creating a work environment that reflects public service values can boost employee motivation. In the public sector, intrinsic motivation plays a vital role in ensuring high service quality is upheld. This can be implemented by recognizing employees' efforts towards public welfare, promoting openness, and communicating the social impact of their contributions. Perry and Vandenabeele (2015) highlight how crucial it is for organizations to align their operations with public service values in order to enhance employee motivation.

The research shows that organizational commitment is important for predicting job performance. This suggests that improving strategies to boost organizational commitment could be especially beneficial in the public sector of Malaysia. This objective can be achieved by fostering a supportive workplace atmosphere, improving employee contentment, and providing opportunities for both personal and career

growth. Establishing channels for open communication, providing opportunities for career growth, and acknowledging years of service can improve employees' feelings of belonging and dedication to the organization. Meyer and Allen (1991) emphasize that creating a supportive organizational environment increases commitment, leading to improved performance.

The partially mediated impact of organizational commitment on the association between PSM and job performance shows that PSM influences performance partly through organizational commitment. Civil service managers can gain advantages from policies that promote intrinsic motivation and commitment. Policies that empower employees, promote autonomy, and provide meaningful work can reinforce PSM and organizational commitment, leading to better performance outcomes. The implementation of these measures could lead to improved efficiency and responsiveness within the Malaysian civil service, aligning with the government's objective of enhancing public service delivery. When employees feel empowered and their roles align with the values of public service, performance in public organizations can be greatly enhanced.

5.4 Limitations of the Study

The sample size of 290 respondents is below the suggested 370, as recommended by Krejcie and Morgan's (1970), which aims to guarantee generalizability to larger populations. The small sample size may limit how broadly the findings can be applied to the larger group of ADOs, as it might not fully capture the diverse perspectives and roles present in Malaysia's public sector. Increasing the sample size would improve the reliability and importance of these results.

Additionally, this research did not explore the subdimensions of each construct, which potentially limited the depth of the analysis. This study's emphasis on overall constructs instead of individual dimensions might miss crucial aspects that could show how particular subdimensions distinctly affect job performance. Future studies might explore this by examining these subdimensions to offer a clearer insight into the connections between PSM, commitment, and performance.

The cross-sectional design also restricts the understanding of how PSM, organizational commitment, and job performance develop or affect one another as time progresses. A longitudinal approach might reveal shifts in these variables, enabling an investigation into possible causal links.

Furthermore, relying on self-reported data to evaluate organizational commitment and job performance may introduce response bias, as participants might have presented themselves in a more favorable manner. Future studies might look into various data sources, like supervisor assessments or objective performance metrics, to gain a broader understanding of job performance.

Finally, using convenience sampling can influence how representative the sample is, since participants were chosen based on their availability instead of through a random selection method. This could restrict how broadly the findings apply to the ADO population, since the sample might not entirely reflect the diverse experiences within the public sector.

5.5 Recommendations for Future Research

Future studies must aim to utilize a larger sample size that aligns with the recommendations established forth by Krejcie and Morgan (1970). Having a larger sample would improve the applicability of findings throughout the ADO population and reflect the diversity of experiences and roles within Malaysia's public sector. This method would establish a more solid basis for making conclusions that can be applied to a wider public service workforce.

Additionally, examining the subdimensions of PSM, organizational commitment, and job performance may provide deeper understanding of the connections between these factors. Through examining the distinct functions of particular subdimensions, researchers can achieve a deeper insight into how various aspects of motivation and commitment affect job performance results.

Future studies might broaden the framework by incorporating more variables such as job satisfaction, organizational culture, and leadership styles, which could further affect or mediate the connections between PSM, organizational commitment, and job performance. The elements could offer a broader perspective on the factors that influence motivation and performance in civil service.

Employing a longitudinal design in future research could provide a more comprehensive view of how PSM, organizational commitment, and job performance they change over time. This method would enable researchers to explore possible causal links and understand how shifts in motivation and commitment affect job performance. A long-term study might provide insights into how different

organizational or policy changes influence these factors throughout an employee's time in the public sector.

Future research might gain from incorporating various data sources, like supervisor assessments or peer evaluations, in addition to self-reported data, to minimize potential biases and provide a more complete perspective on job performance. Performance indicators, like reviews and achievement records, can offer further insights into how PSM and organizational commitment lead to measurable results. Using random sampling methods instead of convenience sampling might improve the representativeness of upcoming studies. Employing random sampling helps guarantee that the sample corresponds to the larger population, which enhances the validity and importance of the results in the public sector.

Finally, conducting comparative studies across different public sector settings could offer important insights into the broader impact of PSM on commitment and performance. Research involving civil servants from different departments or service groups may uncover cultural or organizational differences that impact the significance of PSM in public administration.

5.6 Conclusion

This study successfully achieved its objectives by exploring how public service motivation (PSM) and organizational commitment shape job performance within Malaysia's Civil Service. Supported by insights from the literature, the findings revealed that both PSM and organizational commitment significantly influence job performance, with organizational commitment playing a stronger direct role.

Importantly, organizational commitment was shown to partially mediate the link between PSM and job performance, highlighting how motivation and commitment work together to enhance outcomes. A comprehensive review of previous studies provided context and direction, drawing parallels with global research while reflecting Malaysia's unique public service environment. The research process itself was a dynamic and engaging journey. Using online platforms like WhatsApp and social media messaging tools, the study connected with Administrative and Diplomatic Officers (ADOs) from diverse backgrounds, making it possible to gather data effectively despite logistical challenges. The convenience sampling method, although limited in its generalizability, allowed for practical access to participants within the constraints of time and resources. From determining the sample size using Krejcie and Morgan's table to designing and disseminating questionnaires digitally, each step of the process contributed to producing meaningful insights. This study not only delivered valuable findings about the interplay of motivation, commitment, and performance but also underscored the potential of leveraging digital tools to facilitate research. The results highlight the importance of fostering motivation and commitment to enhance public service delivery, paving the way for future strategies and research to continue improving Malaysia's Civil Service.

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APPENDICES

APPENDIX A. QUESTIONNAIRE



PUBLIC SERVICE MOTIVATION, ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE IN MALAYSIAN CIVIL SERVICE

Dear Respondents,

I am a Master of Human Resource Management (MHRM) student from Universiti Utara Malaysia Kuala Lumpur (UUMKL), and I am conducting a study on **Public Service Motivation, Organizational Commitment and Job Performance in Malaysian Civil Service**.

The questionnaire consists of four (4) sections (Section A – D). Kindly answer all questions by following instructions given. It is estimated that you will need to spend about 10 to 15 minutes to complete the questionnaire. Your completion of the questionnaire indicates your consent to participate in this study. Your responses will remain confidential and will be used for this research only. If you have any question about this research, feel free to contact me.

Thank you for your time and support!

Sincerely yours,

Shahrul Adly bin Abdullah (Matric No.:831967)
Phone: 012 6964437
E-mail: adly0404@gmail.com

SECTION A: DEMOGRAPHIC PROFILE

1. Gender	✓
Male	
Female	

2. Age	✓
Less than 25 years old	
25-30 years old	
31-35 years old	
36-40 years old	
41-45 years old	
46 years old and above	

3. Marital Status	✓
Single	
Married	
Divorced	
Widowed	

4. Highest level of education	✓
Bachelor's Degree	
Master's Degree	
Doctorate (PhD)	
Professional Qualifications (e.g., ACCA, CPA, etc.)	

5. Years of Service as Civil Servants	✓
Less than 5 years	
6-10 years	
11-15 years	
16-20 years	
More than 21 years	

6. Current Grade of Service	✓
Grade M41	
Grade M44	
Grade M48	
Grade M52	
Grade M54	

SECTION B: PUBLIC SERVICE MOTIVATION

Please indicate the extent to which you agree or disagree with the following statements by selecting the most appropriate option on the scale below.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
APS1	1. I admire people who initiate or are involved in activities to aid my community.	1	2	3	4	5
APS2	2. It is important to contribute to activities that tackle social problems.	1	2	3	4	5
APS3	3. Meaningful public service is very important to me.	1	2	3	4	5
APS4	4. It is important for me to contribute to the common good.	1	2	3	4	5
CPV1	5. I think equal opportunities for citizens are very important.	1	2	3	4	5
CPV2	6. It is important that citizens can rely on the continuous provision of public services.	1	2	3	4	5
CPV3	7. It is fundamental that the interests of future generations are taken into account when developing public policies.	1	2	3	4	5

			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CPV4	8.	To act ethically is essential for public servants.	1	2	3	4	5
COM1	9.	I feel sympathetic to the plight of the underprivileged.	1	2	3	4	5
COM2	10.	I empathize with other people who face difficulties.	1	2	3	4	5
COM3	11.	I get very upset when I see other people being treated unfairly.	1	2	3	4	5
COM4	12.	Considering the welfare of others is very important.	1	2	3	4	5
SS1	13.	I am prepared to make sacrifices for the good of society.	1	2	3	4	5
SS2	14.	I believe in putting civic duty before self.	1	2	3	4	5
SS3	15.	I am willing to risk personal loss to help society.	1	2	3	4	5
SS4	16.	I would agree to a good plan to make a better life for the poor, even if it costs me money.	1	2	3	4	5

SECTION C: ORGANIZATIONAL COMMITMENT

Please indicate the extent to which you agree or disagree with the following statements by selecting the most appropriate option on the scale below.

			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
AC1	1.	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
AC2	2.	I really feel as if this organization's problems are my own.	1	2	3	4	5
AC3	3.	I do not feel like 'part of my family' at this organization.	1	2	3	4	5

			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
AC4	4.	I do not feel 'emotionally attached' to this organization.	1	2	3	4	5
AC5	5.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
AC6	6.	I do not feel a strong sense of belonging to this organization.	1	2	3	4	5
CC1	7.	It would be very hard for me to leave my job at this organization right now even if I wanted to.	1	2	3	4	5
CC2	8.	Too much of my life would be disrupted if I leave my organization.	1	2	3	4	5
CC3	9.	Right now, staying with my job at this organization is a matter of necessity as much as desire.	1	2	3	4	5
CC4	10.	I believe I have too few options to consider leaving this organization.	1	2	3	4	5
CC5	11.	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	1	2	3	4	5
CC6	12.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5
NC1	13.	I do not feel any obligation to remain with my organization.	1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
NC2	14. Even if it were to my advantage, I do not feel it would be right to leave.	1	2	3	4	5
NC3	15. I would feel guilty if I left this organization now.	1	2	3	4	5
NC4	16. This organization deserves my loyalty.	1	2	3	4	5
NC5	17. I would not leave my organization right now because of my sense of obligation to it.	1	2	3	4	5
NC6	18. I owe a great deal to this organization.	1	2	3	4	5

SECTION D: JOB PERFORMANCE

Please indicate the extent to which you agree or disagree with the following statements by selecting the most appropriate option on the scale below.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TP1	1. I managed to plan my work so that it was done on time.	1	2	3	4	5
TP2	2. My planning was optimal.	1	2	3	4	5
TP3	3. I kept in mind the results that I had to achieve in my work.	1	2	3	4	5
TP4	4. I was able to separate main issues from side issues at work.	1	2	3	4	5
TP5	5. I was able to perform my work well with minimal time and effort.	1	2	3	4	5
CP1	6. I took on extra responsibilities.	1	2	3	4	5
CP2	7. I started new tasks myself, when my old ones were finished.	1	2	3	4	5

			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CP3	8.	I took on challenging work tasks, when available.	1	2	3	4	5
CP4	9.	I worked at keeping my job knowledge up-to-date.	1	2	3	4	5
CP5	10.	I worked at keeping my job skills up-to-date.	1	2	3	4	5
CP6	11.	I came up with creative solutions to new problems.	1	2	3	4	5
CP7	12.	I kept looking for new challenges in my job.	1	2	3	4	5
CP8	13.	I actively participated in work meetings.	1	2	3	4	5
CWB1	14.	I complained about unimportant matters at work.	1	2	3	4	5
CWB2	15.	I made problems greater than they were at work.	1	2	3	4	5
CWB3	16.	I focused on the negative aspects of a work situation, instead of on the positive aspects.	1	2	3	4	5
CWB4	17.	I spoke with colleagues about the negative aspects of my work.	1	2	3	4	5
CWB5	18.	I spoke with people from outside the organization about the negative aspects of my work.	1	2	3	4	5

Thank you for your time and cooperation to complete this questionnaire. All information collected from this questionnaire will be kept confidential.

APPENDIX B. SPSS OUTPUT

Frequencies

		Statistics				
		Gender	Age	Marital Status	Education	Years of Service as Civil Servants
N	Valid	290	290	290	290	290
	Missing	0	0	0	0	0
Mean		1.4690	4.2793	1.8862	1.5276	2.9448
Median		1.0000	4.0000	2.0000	2.0000	3.0000
Mode		1.00	4.00	2.00	2.00	3.00
Std. Deviation		.49990	1.02288	.39567	.52044	.74666
Skewness		.125	-1.148	-.963	.112	-.664
Std. Error of Skewness		.143	.143	.143	.143	.143
Kurtosis		-1.998	2.506	2.394	-1.478	3.079
Std. Error of Kurtosis		.285	.285	.285	.285	.285
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		2.00	6.00	3.00	3.00	5.00
Sum		426.00	1241.00	547.00	443.00	854.00

		Current Grade of Service
N	Valid	290
	Missing	0
Mean		2.7724
Median		3.0000
Mode		3.00
Std. Deviation		.73230
Skewness		-.521
Std. Error of Skewness		.143
Kurtosis		2.074
Std. Error of Kurtosis		.285
Minimum		1.00
Maximum		5.00
Sum		804.00

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	154	53.1	53.1	53.1
	Female	136	46.9	46.9	100.0
	Total	290	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years old	12	4.1	4.1	4.1
	25-30 years old	2	.7	.7	4.8
	31-35 years old	23	7.9	7.9	12.8
	36-40 years old	130	44.8	44.8	57.6
	41-45 years old	102	35.2	35.2	92.8
	46 years old and above	21	7.2	7.2	100.0
	Total	290	100.0	100.0	



Universiti Utara Malaysia

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	41	14.1	14.1	14.1
	Married	241	83.1	83.1	97.2
	Divorced	8	2.8	2.8	100.0
	Total	290	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	140	48.3	48.3	48.3
	Master's Degree	147	50.7	50.7	99.0
	Doctorate (PhD)	3	1.0	1.0	100.0
	Total	290	100.0	100.0	

Years of Service as Civil Servants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	24	8.3	8.3	8.3
	6-10 years	8	2.8	2.8	11.0
	11-15 years	227	78.3	78.3	89.3
	16-20 years	22	7.6	7.6	96.9
	More than 21 years	9	3.1	3.1	100.0
	Total	290	100.0	100.0	

Current Grade of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade M41	23	7.9	7.9	7.9
	Grade M44	43	14.8	14.8	22.8
	Grade M48	207	71.4	71.4	94.1
	Grade M52	11	3.8	3.8	97.9
	Grade M54	6	2.1	2.1	100.0
	Total	290	100.0	100.0	

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
IV_1	290	3.00	5.00	4.5500	.47409	-.387	.143
DV_1	290	1.78	4.61	3.7960	.59672	-.857	.143
DV_2	290	2.72	5.00	3.9195	.43786	-.206	.143
Valid N (listwise)	290						

Descriptive Statistics

	Kurtosis	
	Statistic	Std. Error
IV_1	-1.382	.285
DV_1	-.149	.285
DV_2	-.244	.285
Valid N (listwise)		



Descriptives

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PSM_APS	290	3.00	5.00	4.6164	.47337	-.599	.143	-1.302	.285
PSM_CPV	290	3.00	5.00	4.5879	.47519	-.568	.143	-1.029	.285
PSM_COM	290	3.00	5.00	4.5750	.48794	-.489	.143	-1.283	.285
PSM_SS	290	2.25	5.00	4.4207	.61428	-.695	.143	-.190	.285
OC_AC	290	2.00	4.33	3.0322	.39814	.552	.143	.620	.285
OC_CC	290	1.00	5.00	4.1862	.90897	-.965	.143	.126	.285
OC_NC	290	1.00	5.00	4.1695	.91229	-.924	.143	-.034	.285
JP_TP	290	2.60	5.00	4.5303	.59894	-1.351	.143	1.481	.285
JP_CP	290	2.75	5.00	4.1496	.50888	-.519	.143	.104	.285
JP_CWB	290	1.00	5.00	2.9407	.83707	-.006	.143	1.230	.285
Valid N (listwise)	290								

Reliability

Scale: PUBLIC SERVICE MOTIVATION

Case Processing Summary

		N	%
Cases	Valid	290	100.0
	Excluded ^a	0	.0
	Total	290	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.973	16

Item Statistics

	Mean	Std. Deviation	N
PUBLIC SERVICE MOTIVATION	4.6000	.49775	290
PUBLIC SERVICE MOTIVATION	4.6138	.50171	290
PUBLIC SERVICE MOTIVATION	4.6310	.49047	290
PUBLIC SERVICE MOTIVATION	4.6207	.49312	290
PUBLIC SERVICE MOTIVATION	4.5414	.58825	290
PUBLIC SERVICE MOTIVATION	4.5552	.56304	290
PUBLIC SERVICE MOTIVATION	4.5862	.51397	290
PUBLIC SERVICE MOTIVATION	4.6690	.48586	290
PUBLIC SERVICE MOTIVATION	4.6000	.52482	290
PUBLIC SERVICE MOTIVATION	4.5828	.52122	290
PUBLIC SERVICE MOTIVATION	4.5448	.53886	290
PUBLIC SERVICE MOTIVATION	4.5724	.50252	290
PUBLIC SERVICE MOTIVATION	4.4552	.59385	290
PUBLIC SERVICE MOTIVATION	4.5069	.59550	290
PUBLIC SERVICE MOTIVATION	4.2897	.80153	290
PUBLIC SERVICE MOTIVATION	4.4310	.66842	290

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PUBLIC SERVICE MOTIVATION	68.2000	51.171	.859	.971
PUBLIC SERVICE MOTIVATION	68.1862	50.989	.879	.971
PUBLIC SERVICE MOTIVATION	68.1690	51.137	.878	.971
PUBLIC SERVICE MOTIVATION	68.1793	51.220	.861	.971
PUBLIC SERVICE MOTIVATION	68.2586	50.933	.745	.973
PUBLIC SERVICE MOTIVATION	68.2448	50.421	.850	.971
PUBLIC SERVICE MOTIVATION	68.2138	51.144	.834	.972
PUBLIC SERVICE MOTIVATION	68.1310	51.637	.811	.972
PUBLIC SERVICE MOTIVATION	68.2000	50.839	.858	.971
PUBLIC SERVICE MOTIVATION	68.2172	50.475	.917	.970
PUBLIC SERVICE MOTIVATION	68.2552	50.758	.845	.971
PUBLIC SERVICE MOTIVATION	68.2276	50.661	.926	.970
PUBLIC SERVICE MOTIVATION	68.3448	50.026	.852	.971
PUBLIC SERVICE MOTIVATION	68.2931	49.993	.854	.971
PUBLIC SERVICE MOTIVATION	68.5103	49.600	.646	.977
PUBLIC SERVICE MOTIVATION	68.3690	49.555	.801	.972

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
72.8000	57.538	7.58536	16

Reliability

Scale: ORGANIZATIONAL COMMITMENT

Case Processing Summary

		N	%
Cases	Valid	290	100.0
	Excluded ^a	0	.0
	Total	290	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.890	18

Item Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL COMMITMENT	4.3241	.78817	290
ORGANIZATIONAL COMMITMENT	3.7862	1.03360	290
ORGANIZATIONAL COMMITMENT	1.8241	1.00523	290
ORGANIZATIONAL COMMITMENT	1.8966	1.05045	290
ORGANIZATIONAL COMMITMENT	4.1207	.65708	290
ORGANIZATIONAL COMMITMENT	2.2414	1.18978	290
ORGANIZATIONAL COMMITMENT	4.1276	.98480	290
ORGANIZATIONAL COMMITMENT	4.0034	1.20408	290
ORGANIZATIONAL COMMITMENT	4.2483	.93402	290
ORGANIZATIONAL COMMITMENT	4.2690	.92826	290
ORGANIZATIONAL COMMITMENT	4.2345	1.02908	290
ORGANIZATIONAL COMMITMENT	4.2345	1.00182	290
ORGANIZATIONAL COMMITMENT	4.0586	1.16465	290
ORGANIZATIONAL COMMITMENT	4.1828	1.00744	290
ORGANIZATIONAL COMMITMENT	4.0862	1.12973	290
ORGANIZATIONAL COMMITMENT	4.2517	.98188	290
ORGANIZATIONAL COMMITMENT	4.2379	.97828	290
ORGANIZATIONAL COMMITMENT	4.2000	1.00242	290

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ORGANIZATIONAL COMMITMENT	64.0034	103.955	.672	.880
ORGANIZATIONAL COMMITMENT	64.5414	105.855	.397	.888
ORGANIZATIONAL COMMITMENT	66.5034	127.573	-.582	.917
ORGANIZATIONAL COMMITMENT	66.4310	126.890	-.533	.917
ORGANIZATIONAL COMMITMENT	64.2069	107.037	.581	.884
ORGANIZATIONAL COMMITMENT	66.0862	117.899	-.153	.909
ORGANIZATIONAL COMMITMENT	64.2000	98.015	.840	.873
ORGANIZATIONAL COMMITMENT	64.3241	94.054	.851	.871
ORGANIZATIONAL COMMITMENT	64.0793	98.904	.839	.874
ORGANIZATIONAL COMMITMENT	64.0586	99.066	.836	.874
ORGANIZATIONAL COMMITMENT	64.0931	96.991	.854	.872
ORGANIZATIONAL COMMITMENT	64.0931	99.185	.761	.876
ORGANIZATIONAL COMMITMENT	64.2690	101.194	.547	.883
ORGANIZATIONAL COMMITMENT	64.1448	96.595	.897	.871
ORGANIZATIONAL COMMITMENT	64.2414	96.640	.786	.874
ORGANIZATIONAL COMMITMENT	64.0759	98.776	.801	.875
ORGANIZATIONAL COMMITMENT	64.0897	97.937	.851	.873
ORGANIZATIONAL COMMITMENT	64.1276	97.793	.836	.873

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
68.3276	115.370	10.74103	18

Reliability

Scale: JOB PERFORMANCE

Case Processing Summary

		N	%
Cases	Valid	290	100.0
	Excluded ^a	0	.0
	Total	290	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.815	18

Item Statistics

	Mean	Std. Deviation	N
JOB PERFORMANCE	4.5690	.60311	290
JOB PERFORMANCE	4.5897	.65018	290
JOB PERFORMANCE	4.5552	.56304	290
JOB PERFORMANCE	4.4621	.72064	290
JOB PERFORMANCE	4.4759	.82002	290
JOB PERFORMANCE	4.0207	.65470	290
JOB PERFORMANCE	3.0552	1.38843	290
JOB PERFORMANCE	4.0517	.69657	290
JOB PERFORMANCE	4.6586	.54931	290
JOB PERFORMANCE	4.7034	.52776	290
JOB PERFORMANCE	4.2138	.74114	290
JOB PERFORMANCE	4.2724	.77029	290
JOB PERFORMANCE	4.2207	.68568	290
JOB PERFORMANCE	3.7241	1.11909	290
JOB PERFORMANCE	1.5207	1.13816	290
JOB PERFORMANCE	1.8379	1.25528	290
JOB PERFORMANCE	3.8034	1.14939	290
JOB PERFORMANCE	3.8172	1.23012	290

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JOB PERFORMANCE	65.9828	55.886	.651	.798
JOB PERFORMANCE	65.9621	54.895	.706	.794
JOB PERFORMANCE	65.9966	56.633	.610	.800
JOB PERFORMANCE	66.0897	54.518	.665	.794
JOB PERFORMANCE	66.0759	53.904	.626	.794
JOB PERFORMANCE	66.5310	57.143	.459	.805
JOB PERFORMANCE	67.4966	61.960	-.081	.851
JOB PERFORMANCE	66.5000	56.424	.498	.803
JOB PERFORMANCE	65.8931	57.369	.534	.803
JOB PERFORMANCE	65.8483	56.807	.632	.800
JOB PERFORMANCE	66.3379	54.536	.642	.795
JOB PERFORMANCE	66.2793	54.576	.610	.796
JOB PERFORMANCE	66.3310	56.015	.549	.800
JOB PERFORMANCE	66.8276	54.192	.405	.807
JOB PERFORMANCE	69.0310	58.722	.120	.827
JOB PERFORMANCE	68.7138	57.195	.176	.826
JOB PERFORMANCE	66.7483	54.127	.394	.808
JOB PERFORMANCE	66.7345	53.255	.409	.808

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
70.5517	62.117	7.88141	18

Correlations

Correlations

		IV_1	DV_1	DV_2
IV_1	Pearson Correlation	1	.346**	.465**
	Sig. (2-tailed)		.000	.000
	N	290	290	290
DV_1	Pearson Correlation	.346**	1	.576**
	Sig. (2-tailed)	.000		.000
	N	290	290	290
DV_2	Pearson Correlation	.465**	.576**	1
	Sig. (2-tailed)	.000	.000	
	N	290	290	290

** . Correlation is significant at the 0.01 level (2-tailed).



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Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	IV_1 ^b	.	Enter

a. Dependent Variable: DV_1

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346 ^a	.120	.117	.56074

a. Predictors: (Constant), IV_1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.350	1	12.350	39.277	.000 ^b
	Residual	90.557	288	.314		
	Total	102.907	289			

a. Dependent Variable: DV_1

b. Predictors: (Constant), IV_1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.812	.318		5.693	.000
	IV_1	.436	.070	.346	6.267	.000

a. Dependent Variable: DV_1

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	IV_1 ^b	.	Enter

a. Dependent Variable: DV_2

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465 ^a	.216	.214	.38824

a. Predictors: (Constant), IV_1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.995	1	11.995	79.579	.000 ^b
	Residual	43.411	288	.151		
	Total	55.407	289			

a. Dependent Variable: DV_2

b. Predictors: (Constant), IV_1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.964	.220		8.914	.000
	IV_1	.430	.048	.465	8.921	.000

a. Dependent Variable: DV_2

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OCb	.	Enter

Dependent Variable: JPa.

All requested variables entered.b.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576a	.331	.329	.38824

Predictors: (Constant), OCa.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	13.490	1	13.490	142.8	.000b
Residual	43.411	288	.151		
Total	56.901	289			

Dependent Variable: JPa.

Predictors: (Constant), OCa.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.3159	.136		17.049	.000

Multiple Regression Analysis Results

Multiple Regression Analysis

Model	Unstandardized Coefficients (B)	Standard Error	Standardized Coefficients	t-value	p-value
Constant	1.3379	0.212	-	6.310	< 0.001
PSM (Public Service Motivation)	0.2790	0.045	0.279	6.260	< 0.001
OC (Organizational Commitment)	0.3457	0.035	0.576	9.761	< 0.001

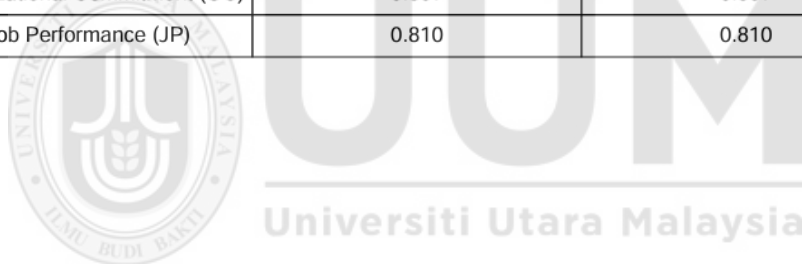
Model Summary

Statistic	Value
R-squared	0.412
Adjusted R-squared	0.408
F-statistic	100.58
p-value (F-statistic)	< 0.001

Reliability Analysis - Pilot Study

Reliability Analysis (Cronbach Alpha)

Variable	Cronbach Alpha	Cronbach Alpha (Standardized Items)	N of Items
Public Service Motivation (PSM)	0.898	0.898	16
Organizational Commitment (OC)	0.857	0.857	18
Job Performance (JP)	0.810	0.810	18



APPENDIX C. APPLICATION FOR DATA COLLECTION

 College of Business Universiti Utara Malaysia		UUMCOB/PSU/T05		
APPLICATION FOR DATA COLLECTION				
☐ Assignment		☐ Project Paper/Thesis/Dissertation		
Title of Project Paper/Thesis/Dissertation: THE INFLUENCE OF PUBLIC SERVICE MOTIVATION AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE IN MALAYSIAN CIVIL SERVICE				
Programme: MASTER OF HUMAN RESOURCE MANAGEMENT		Course Code: BPMZ69912		
Lecturer's/ Supervisor's Name: PROF. DR. ABDUL HALIM BIN ABDUL MAJID				
Letter to:				
☐ TO WHOM IT MAY CONCERN Pengarah Bahagian Perkhidmatan, Bahagian Perkhidmatan, Jabatan Perkhidmatan Awam, Blok C1-C3, Kompleks C, Pusat Pentadbiran Kerajaan Persekutuan, 62510 Wilayah Persekutuan Putrajaya				
☐ _____				
☐ _____				
*Maximum 3 letters will be issued				
Name of Students:				
No	Matric No.	Mode of Study	Name	Phone No.
1	831967	FULL TIME	SHAHROL ADLY BIN ABDULLAH	012 696 4437
Applicant's Signature: 			Date:	
FOR OFFICE USE ONLY				
Received Date:			Processing Date:	
☐ Approved			☐ Rejected	
Signature and Stamp:			Date:	

* Tick ☒ wherever appropriate