

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**EFFECTS OF MOTIVATIONAL FACTORS TOWARDS EMPLOYEE
ENGAGEMENT AND EMPLOYEE PERFORMANCE IN SELECTED
MALAYSIAN GOVERNMENT LINKED COMPANIES**



MUHAMMAD HAFIZ BIN HAMZAH

**DOKTOR OF BUSINESS ADMINISTRATION
UNIVERSITI UTARA MALAYSIA
SEPTEMBER 2025**

**EFFECTS OF MOTIVATIONAL FACTORS TOWARDS EMPLOYEE
ENGAGEMENT AND EMPLOYEE PERFORMANCE IN SELECTED
MALAYSIAN GOVERNMENT LINKED COMPANIES**



Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Doctor of Business Administration



**OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA**

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

Muhammad Hafiz Bin Hamzah

calon untuk Ijazah
(candidate for the degree of)

Doctor of Business Administration

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

Effects of Motivational Factors Towards Employee Engagement and Employee Performance in Selected Malaysian Government Linked Companies

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

20 Mei 2025.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

20 May 2025.

Pengerusi Viva
(Chairman for Viva)

: **Prof. Dr. Noor Afza Binti Amran**

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: **Prof. Dr. Sazali Abd Wahab (UPM)**

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

: **Prof. Dr. Subramaniam A/I Sri Ramalu**

Tandatangan
(Signature)

Tarikh: **25 September 2025**
(Date)

Nama Pelajar
(Name of Student)

: **Muhammad Hafiz Bin Hamzah**

Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation)

: **Effects of Motivational Factors Towards Employee Engagement and Employee Performance in Selected Malaysian Government Linked Companies**

Program Pengajian
(Programme of Study)

: **Doctor of Business Administration**

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors)

: **Assoc. Prof. Dr. Narentheren A/I Kaliappen**



Tandatangan
(Signature)



Universiti Utara Malaysia

PERMISSION TO USE

In presenting this dissertation in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or make other use of materials in this dissertation paper in whole or in part should be addressed to:

Dean Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman



UUM
Universiti Utara Malaysia

ACKNOWLEDGMENTS

All praises and gratitude are due to Allah Almighty, the Most Merciful, for granting me the strength, patience, and perseverance to complete this thesis. Without His divine blessings and guidance, this accomplishment would not have been possible. Every step of this journey has been made easier by His grace, and I am humbled by the opportunity to finally reach this milestone.

My deepest appreciation goes to my beloved parents, Haji Hamzah bin Haji Buyong and Hajah Norah binti Haji Abd Kadir, whose unconditional love, endless prayers, and lifelong sacrifices have always been the foundation of my strength and determination. Their values of discipline, humility, and perseverance have shaped me into the person I am today, and for that I am forever indebted.

To my dear wife, Puan Maizatul Akma binti Salehin, words cannot fully express my gratitude for your boundless patience, understanding, and encouragement throughout this challenging journey. You have been my steadfast companion, supporting me through the late nights, long hours, and countless obstacles. To my beloved children, Muhammad El'Zhafran and Nia El'Melissa, you are my greatest inspiration and joy, reminding me of the true purpose behind my efforts and sacrifices. This achievement is as much yours as it is mine.

I am sincerely grateful to my supervisor, Assoc. Prof. Dr. Narentheren A/L Kaliappen, for his invaluable guidance, constructive feedback, and continuous support. His wisdom, patience, and encouragement have been instrumental not only in shaping the quality of this thesis but also in nurturing my academic growth and critical thinking skills. I will always be grateful for his mentorship and trust in my abilities.

This work is also lovingly dedicated to the cherished memory of my late grandfather, Haji Abd Kadir bin Durin, and my late grandmother, Hajah Roya binti Abdul. Their blessings, wisdom, and prayers have always been with me, even in their absence. I pray that this humble achievement brings honor to their memory.

Finally, I would like to extend my heartfelt gratitude to my beloved siblings; Muhammad Hazwan Hamzah and his family, Muhammad Hanif Hamzah and his family, and Siti Aishah Hamzah and her family, for their constant love, prayers, and encouragement. My sincere thanks also go to my colleagues and friends for their unwavering support, assistance, and companionship throughout this journey. To all my lecturers and the university staff who have contributed, whether directly or indirectly, your kindness and guidance have been truly invaluable. This milestone could not have been achieved without the collective efforts, encouragement, and goodwill of so many wonderful people around me.

ABSTRACT

High employee performance is vital to the long-term success of government-linked companies (GLCs) in an increasingly dynamic environment. However, many GLCs consistently face challenges in fostering sustained employee motivation. This study examines the impact of key motivational factors (i.e., work environment, reward and recognition, promotional opportunities, organizational support, and ethical leadership) on employee performance in selected Malaysian GLCs. It also examines the mediating role of employee engagement in these relationships. A quantitative research approach was employed, utilizing structured surveys administered to 800 employees across selected government-linked companies (GLCs) within a cross-sectional design. Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the proposed hypotheses. Additionally, demographic characteristics were analyzed to identify potential variations in motivational preferences. The findings reveal that work environment, reward and recognition, and ethical leadership strongly impact employee performance in selected Malaysian GLCs. Among these, the work environment is the most essential factor, highlighting the need for a supportive and positive workplace. Reward, recognition, and ethical leadership also improve performance by building fairness, appreciation, and trust. Moreover, employee engagement plays a key mediating role in these relationships, indicating that organizational practices are most effective when they strengthen employees' connection and commitment to their work. Human resource management practitioners and policymakers should develop and implement evidence-based motivational strategies and comprehensive employee engagement initiatives to enhance productivity, job satisfaction, and overall organizational performance. Moreover, attention must be given to the diverse motivational needs of different demographic groups to promote equity, inclusivity, and sustainable performance outcomes within Malaysian GLCs. By adapting Herzberg's Two-Factor Theory, this study contributes empirically by identifying key motivators among employees in GLCs and their influence on employee performance within this organizational context.

Keywords: Motivational factors, Employee engagement, Employee performance, Malaysian government-linked companies (GLCs), Organizational effectiveness.

ABSTRAK

Prestasi kakitangan yang tinggi secara berterusan adalah penting bagi kejayaan jangka panjang syarikat berkaitan kerajaan (GLC) dalam persekitaran yang semakin dinamik. Namun begitu, kebanyakan GLC sentiasa berdepan dengan cabaran di dalam memupuk motivasi kakitangan yang berterusan. Kajian ini meneliti kesan faktor-faktor motivasi utama (iaitu persekitaran kerja, ganjaran dan pengiktirafan, peluang kenaikan pangkat, sokongan organisasi, dan kepimpinan beretika) terhadap prestasi kakitangan dalam GLC terpilih di Malaysia. Ia juga meneliti peranan pengantara keterlibatan kakitangan dalam hubungan-hubungan tersebut. Pendekatan penyelidikan kuantitatif telah digunakan dengan mengedarkan borang soal selidik berstruktur kepada 800 orang kakitangan di syarikat berkaitan kerajaan (GLC) terpilih melalui reka bentuk keratan rentas. Data telah dianalisis menggunakan Partial Least Squares-Structural Equation Modeling (PLS-SEM) bagi menguji hipotesis yang dicadangkan. Selain itu, ciri-ciri demografi turut dianalisis untuk mengenal pasti kemungkinan variasi dalam keutamaan motivasi. Hasil kajian menunjukkan bahawa persekitaran kerja, ganjaran dan pengiktirafan, serta kepimpinan beretika memberikan impak yang signifikan terhadap prestasi kakitangan dalam GLC terpilih di Malaysia. Antara faktor tersebut, persekitaran kerja merupakan faktor yang paling penting, sekaligus menekankan keperluan persekitaran tempat kerja yang positif dan memberangsangkan. Ganjaran, pengiktirafan, dan kepimpinan beretika turut meningkatkan prestasi melalui peningkatan sifat keadilan, penghargaan, dan kepercayaan. Selain itu, keterikatan kakitangan memainkan peranan pengantara yang penting dalam hubungan-hubungan ini, menunjukkan bahawa amalan organisasi adalah paling berkesan apabila ia memperkukuh hubungan dan komitmen kakitangan terhadap kerja mereka. Pengamal pengurusan sumber manusia dan pembuat dasar perlu membangunkan serta melaksanakan strategi motivasi berasaskan bukti dan inisiatif keterikatan kakitangan yang menyeluruh bagi meningkatkan produktiviti, kepuasan kerja, serta prestasi organisasi secara keseluruhan. Selain itu, perhatian juga perlu diberikan kepada keperluan motivasi yang pelbagai dalam kalangan kumpulan demografi yang berbeza untuk mempromosikan keadilan, keterangkuman, dan pencapaian prestasi yang mampan dalam GLC di Malaysia. Dengan mengadaptasi Teori Dua Faktor Herzberg, kajian ini menyumbang secara empirikal dengan mengenal pasti faktor-faktor motivasi utama dalam kalangan pekerja di syarikat GLC serta pengaruhnya terhadap prestasi pekerja dalam konteks organisasi ini.

Kata kunci: Faktor motivasi, Penglibatan pekerja, Prestasi pekerja, Syarikat berkaitan kerajaan (GLC) di Malaysia, Keberkesanan organisasi.

TABLE OF CONTENTS

PERMISSION TO USE.....	II
ACKNOWLEDGEMENTS.....	III
ABSTRACT.....	IV
ABSTRAK.....	V
TABLE OF CONTENT.....	VI
LIST OF TABLES	VIII
LIST OF FIGURES	X
LIST OF APPENDICES	X
CHAPTER ONE-INTRODUCTION	1
1.1 Background of Study	1
1.2 Problem Statement.....	7
1.3 Research Objectives	9
1.4 Research Questions	10
1.5 Scope of Study.....	11
1.6 Significance of Study	11
1.7 Definition of Key Terms.....	14
1.8 Organisation of Thesis.....	16
1.9 Summary.....	17
CHAPTER TWO-LITERATURE REVIEW	18
2.1 Introduction	18
2.2 Definition of Employee Performance.....	19
2.3 Definition of Employee Engagement	23
2.4 Motivation Factor	28
2.5 Underpinning Theories.....	37
2.6 Theoretical Framework.....	39
2.7 Hypotheses Development.....	40
2.8 Summary of Hypothesis Development.....	81
2.9 Chapter Summary	83
CHAPTER THREE-RESEARCH METHODOLOGY	84
3.1 Introduction	84
3.2 Research Design	84
3.3 Type of Study	85
3.4 Population and Sample Size	86
3.5 Sampling Frame.....	87
3.6 Sampling Technique.....	88
3.7 Scale Development.....	89
3.8 Measurement of Variable and Instruments.....	90
3.9 Data Collection Procedures	111
3.10 Data Analysis Method	112
3.11 Chapter Summary.....	113
CHAPTER FOUR-ANALYSIS AND FINDINGS	115
4.1 Introduction	115
4.2 Data Preparation	116
4.3 Data Cleaning	117
4.5 Preparing Data for Analysis	122
4.6 Descriptive Analysis.....	126
4.7 Measurement Model Assessment	132

4.8	Structural Model Assessment	142
4.9	Conclusion	150
CHAPTER FIVE-DISCUSSION AND CONCLUSION		151
5.1	Introduction	151
5.2	Discussion of Findings	151
5.3	Summary of Results	152
5.4	Theoretical Contribution.....	168
5.5	Practical Contribution.....	172
5.6	Overall Analysis	175
5.7	Recommendations	176
5.8	Limitations of the Study	177
5.9	Recommendations for Future Research.....	177
5.10	Conclusion	178
REFERENCES		181



LIST OF TABLES

Table 1.1: Key Terms Definitions.....	14
Table 2.1: Definitions of Employee Performance.....	19
Table 2.2: Definitions of Employee Engagement.....	23
Table 2.3: Summary of findings from previous research on the relationship between Work Environment and Employee Performance.....	40
Table 2.4: Summary of findings from previous research on the relationship between reward and recognition and Employee Performance.....	43
Table 2.5: Summary of findings from previous research on the relationship between Promotion and Employee Performance.....	46
Table 2.6: Summary of findings from previous research on the relationship between Organisational Support and Employee Performance.....	49
Table 2.7: Summary of findings from previous research on the relationship between Ethical Leadership and Employee Performance.....	52
Table 2.8: Summary of findings from previous research on the relationship between Work Environment and Employee Engagement.....	55
Table 2.9: Summary of findings from previous research on the relationship between Reward and Recognition and Employee Engagement.....	58
Table 2.10: Summary of findings from previous research on the relationship between Promotion and Employee Engagement.....	60
Table 2.11: Summary of findings from previous research on the relationship between Organisational Support and Employee Engagement.....	63
Table 2.12: Summary of findings from previous research on the relationship between Ethical Leadership and Employee Engagement.....	65
Table 2.13: Summary of findings from previous research on the relationship between Employee Engagement and Employee Performance.....	68
Table 2.14: Summary of findings from previous research on Employee Engagement mediates the relationship between Work Environment and Employee Performance.....	70
Table 2.15: Summary of findings from previous research on Employee Engagement mediates the relationship between Reward and Recognition and Employee Performance.....	73
Table 2.16: Summary of findings from previous research on Employee Engagement mediates the relationship between Promotion and Employee Performance.....	75
Table 2.17: Summary of findings from previous research on Employee Engagement mediates the relationship between Organisational Support and Employee Performance.....	77
Table 2.18: Summary of findings from previous research on Employee Engagement mediates the relationship between Ethical Leadership and Employee Performance.....	79
Table 2.19: Summary of Hypothesis.....	82
Table 3.1: List of Research Dimension Source.....	92
Table 3.2: Measurement of Work Environment.....	99

Table 3.3: Measurement of Reward and Recognition.....	100
Table 3.4: Measurement of Promotion.....	102
Table 3.5: Measurement of Organisational Support.....	104
Table 3.6: Measurement of Ethical Leadership.....	106
Table 3.7: Measurement of Employee Engagement.....	108
Table 3.8: Measurement of Employee Performance.....	111
Table 4.1: Description of responding method and response rate of collected questionnaires.....	118
Table 4.2: Chi-square statistical table.....	119
Table 4.3: Multivariate outlier detection.....	120
Table 4.4: Mardia's multivariate skewness and kurtosis.....	122
Table 4.5: Harman Single-Factor Test: Total Variance Explained.....	124
Table 4.6: Full Collinearity.....	126
Table 4.7: Demographic profile of respondents.....	127
Table 4.8: Descriptive analysis.....	130
Table 4.9: Measurement Model.....	135
Table 4.10: Discriminant Validity – Fornell & Larker Criterion.....	138
Table 4.11: Discriminant Validity – HTMT.....	139
Table 4.12: Discriminant Validity – Cross Loading.....	140
Table 4.13: Hypothesis Testing Direct Effects.....	144
Table 4.14: Hypothesis Testing Indirect Effects.....	146
Table 4.15: PLSpredict MV Summary.....	147
Table 4.16: Summary of Testing of Hypotheses.....	148

LIST OF FIGURES

Figure 1.1: Asset Under Management (AUM) breakdown by GLIC.....	2
Figure 2.1: Theoretical Frameworks.....	39
Figure 4.1: Mardia's multivariate skewness and kurtosis.....	122
Figure 4.2: Measurement Model.....	142

LIST OF APPENDICES

APPENDIX A – LIST OF GLC COMPANY UNDER MOF.....	181
APPENDIX B – QUESTIONNAIRE.....	204

CHAPTER 1

INTRODUCTION

1.1 Background of Study

“Work performance” is defined as the necessary actions taken to fulfil the objectives of an organisation and its various components effectively (Hadiana, 2019). Sendawula, Kimuli, et al. (2018) define performance as how managers align employee activities and productivity with organisational objectives. Measuring service performance is essential for organisations to ensure efficient service delivery to customers, thereby offering a thorough evaluation of the organisation’s overall effectiveness. The private businesses owned by the Malaysian government, known as “Government-Linked Companies” (GLCs), are the subject of this study. The Malaysian government strategically invests in critical sectors, including banking and financial services, power generation, telecommunications, airlines, and various infrastructure projects through these entities. Through entities termed Government Link Company (GLC), the Malaysian government made strategic investments, mostly in banking and financial services, power, telecommunications, airlines, and other infrastructure projects. Employees in GLC are referred to as the main asset due to the working landscape and corporate culture in the various sector that primarily depend on the workforce, which is very different from the large organisations that are commonly capital intensive (Galabova & Mckie,2013). Thus, GLCs are vital in Malaysian employment creation, and their productivity is highly linked to employee performance. This comprehensive study embarks on an in-depth exploration of the profound impact that various motivational factors exert on employee performance, mediate by employee engagement within the specific context of Malaysian GLC.

1.1.1 Government Link Companies (GLCs) in Malaysia

Businesses in which Government Linked Investment Corporations (GLICs) maintain a controlling stake on behalf of the government are known as government-linked corporations (GLCs). GLICs, which encompass institutional investors and sovereign wealth funds (SWFs), have been instrumental in Malaysia's socioeconomic progress and development. As per depicted in Figure 1.1, GLICs collectively manage over RM1.7 trillion in investments and serve as the primary investors in Malaysia's economy, fostering the growth of various economic sectors and the development of essential infrastructure.

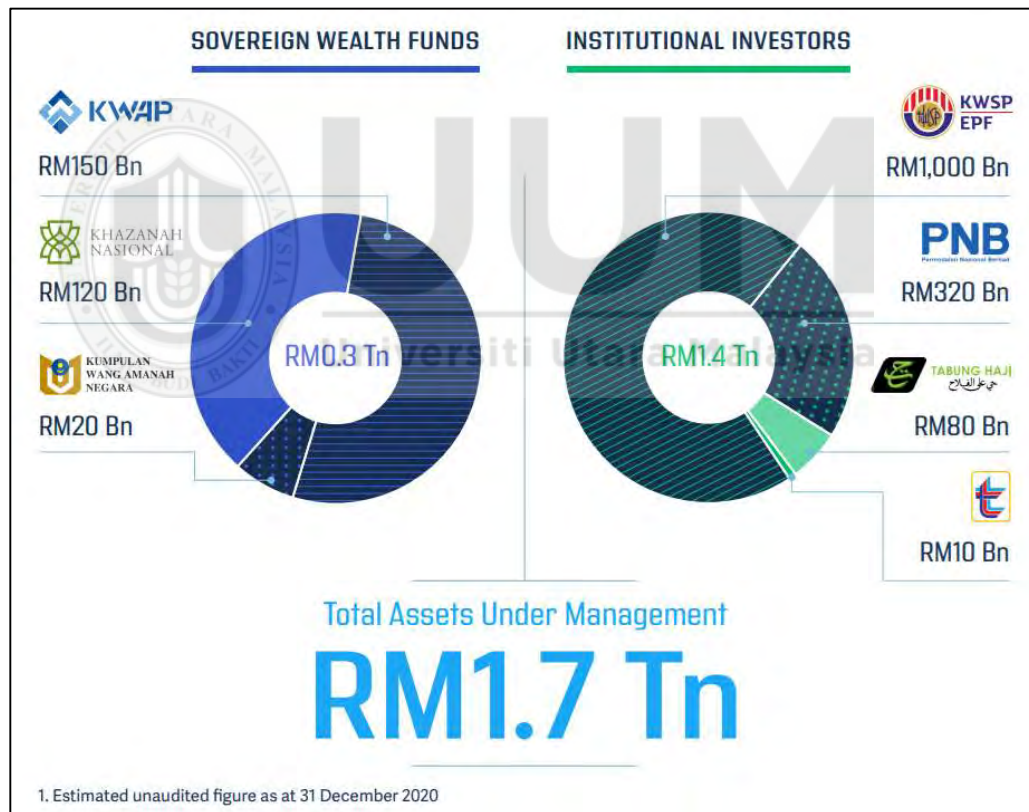


Figure 1.1:

Asset Under Management (AUM) breakdown by GLIC

Source: GLICs, BNM, Capital IQ, PERKUKUH team analysis (2021)

GLCs are generally corporations that are privatised but, however, have the government hold at least 20% of their issued and paid-up capital. It was formulated to ease the burden on the government in rendering basic services to the people and to instigate bumiputras' active participation in the economy. GLCs are regarded as a great hand for the Malaysian economy as they, apart from creating profits, work for the public good by creating jobs and funding scholarships. This large corporate multinational is said to have significance to the Malaysian economy (Bhatt, 2016). It is believed that they have not only been crucial for the success of the Malaysian economy, but that they also constitute an important part of the business fraternity within the country. Companies primary driven by commercial objective; i.e: Khazanah, the “Ministry of Finance” (MOF), “Kumpulan Wang Amanah Pencen” (KWAP), or “Bank Negara Malaysia” hold a direct controlling stake are considered GLCs in Malaysia.

GLCs are a significant part of the Malaysian economy and may be found throughout a wide range of sectors. The companies owned by the Government of Malaysia are those companies with a commercial focus in which the government holds a controlling interest in one or the other aspect of major managerial decisions, including senior management appointment and contract awards, the determination of business strategies, corporate restructuring, structuring corporate finance, and divesting or liquidation decisions. As the Malaysian government's policy aims to create GLCs, the companies are anticipated to significantly change and act competitively in the current, dynamic business environment. Currently, there are seven GLICs in existence in Malaysia: “Employees' Provident Fund” (EPF), “Khazanah Nasional Berhad”, “Kumpulan Wang Amanah Pencen” (KWAP), “Lembaga Tabung Angkatan Tentera” (LTAT), “Lembaga Tabung Haji” (LTH), the “Ministry of Finance” (MOF), and “Permodalan Nasional Berhad” (PNB). There has been a dramatic increase in the

number of GLCs in Malaysia since the year 2000, with 116 corporations directly owned by the MOF incorporated (MOF Data, 2024). The list of the corporation is as per Appendix A.

1.1.2 Employee Performance in Malaysian GLC

Studying employee performance is a crucial undertaking to improve the GLCs overall efficiency and achievement. Numerous studies have proven that employee performance improves workplace behaviour and helps organisations achieve their goals (Imran et al.,2018; Krishna,2023; Shih,2013). Employee performance is a crucial factor impacting employee productivity and competitive advantage (Beurden et al.,2018). It meticulously unravels the complex dynamics of motivation, shedding light on its powerful influence on the levels of employee engagement and elucidating how these interconnected elements synergistically affect overall employee performance (Hussein, & Amiruddin, 2020). In order to determine what variable, motivate GLCs' employee's performance in Malaysia, the study's emphasis on four Government Link companies from a range of sectors under MOF incorporated. To maintain confidentiality, the names of the four GLC companies involved in this study will not be disclosed. This decision aligns with the restricted confidential information policies of these organisations. However, the research findings and outcomes be shared with the HR personnel within the participating companies to facilitate internal knowledge sharing and potential application of the results.

1.1.3 Employee Engagement in Malaysian GLC

Employee engagement and performance represent pivotal elements of an organisation's triumph and prosperity. Within this realm, motivational factors stand out as essential drivers that wield substantial influence in bolstering these aspects. In the distinctive context of Malaysian GLCs, understanding the complexities of these dynamics is importance owing to their substantial contributions to the country's economy. A comprehensive study was previously conducted that shed light on the criticality of specific factors in motivating employees to excel within an organisation (Choong et al., 2011). The research pinpointed work-related elements, monetary rewards, and job security as prime drivers for employee retention and commitment. Furthermore, it unveiled that a conducive workplace environment, replete with diverse facilities and ample support, creates an atmosphere of comfort that nurtures employee motivation, catalysing their dedication towards completing their designated tasks with fervour and enthusiasm (Ghaffari et al., 2017).

The COVID-19 pandemic thus opened an unprecedented Pandora's box of challenges that spread like wildfire in all organisations, including those in Malaysia. The perceptive research evaluates how employee engagement in Malaysia is affected by communication, training and personal development initiatives, and leadership's catalytic role during the pandemic (Omar & Hew, 2022). Its findings also clearly showed that leadership, training and development, and communication all positively contribute to employee engagement. This demonstrates their significant role in sustaining and safeguarding employee engagement during challenging and tumultuous periods. Additionally, organisational psychology suggests that employee engagement serves as a mediating factor in the intricate relationship between motivational factors and job performance (Hussein, & Amiruddin, 2020). This indicates that by boosting

employee engagement, an organisation can likely heighten and energize the positive impact of motivational factors, thereby enhancing job performance and productivity lavishly.

1.1.4 Motivational Factors among the GLC Employees

Motivational factors are significant in enhancing employee performance in Malaysian GLCs. According to Jamaludin et al. (2024), emphasized competitive pay and benefits packages increase the employee performance. Murad (2021) found that a healthy work-life harmony encouraged by means of flexible work arrangements and family friendly policies, as well as Voon and Cheong (2014) with career development and advancement opportunities, demonstrated that job satisfaction rewards impacted a willingness to remain with one's organisation. Beyond security, which is naturally given in GLC employment, is also an important motivator (Haddad et al., 2023). Additionally, the motivation is greatly influenced by a supportive organisational context in which employees feel appreciated and acknowledged, as well as by great and moral leadership (Kaushik and Guleria, 2020; Abdul Hamid, 2008). Insights into these varied motivational aspects are imperative for GLCs to draw in, retain and inspire their human capital to in turn bolster performance and the organisational efficiency. It is irrefutable that motivational factors wield substantial influence over employee engagement and performance within an organisational setting. However, the nuanced dynamics at play may exhibit variations across different contexts, such as GLCs. Therefore, more research on GLCs is recommended to provide a more understanding of which informed strategies that can be built upon in order improving employee engagement and job performance in the organisations (Isa & Ibrahim, 2020). The

outcome of this rigorous research also offers a significant push to the prevailing education on motivation of the employee and their work performance in the public sector enterprise sector (Alias et al., 2014). These insights could serve as an important repository for future policies and strategies. These strategies could seek to improve productivity and satisfaction in GLCs and thus motivation, engagement, and employee performance. This, in turn, could define the overall degree of success and efficiency of such organisations.

1.2 Problem Statement

In order to support GLCs in transforming them into high-performing companies, the Transformation Programme was first introduced in 2004 by the Malaysian government, among other such attempts. It grants flexibility envisaged to be able to compete and adapt to the evolving business environment. In fact, Bhatt (2016) saw the GLCs transformation initiative as a springboard for higher productivity inside the companies. Nevertheless, the most prominent successes of GLCs are often tied to their expansion and profitability, which often obscure their underperformance in non-financial dimensions (Nazrul Rubi and Huson, 2021). To understand better on the GLC Transformation programme, the interview was conducted with Secretary of Government Investment Company, Ministry of Finance Malaysia, YBhg. Dato' Dr. Amiruddin bin Muhamed. According to him, while many GLCs have seen development and profitability, the GLC Transformation Progress Report Card 2015 notes that these successes have come at the expense of other areas, including staff performance. Numerous studies and reports have pointed to persistent challenges in employee performance within Malaysian GLCs, including issues such as low

productivity, lack of innovation, and inconsistent engagement levels (Khattak et al., 2020; PwC Malaysia, 2021). Providing high-quality customer service is just as important to the GLC's bottom line as the high quality of the goods. As result, while deciding on the level of service to deliver, management should take into account staff performance and motivation. GLCs in Malaysia, being pivotal drivers of national economic development, face growing pressure to align human capital strategies with performance outcomes (Khazanah Nasional, 2018). It is known that low job Performance is a cause of employee turnover (Bakker and Demerouti, 2018). Despite the critical importance of employee motivation, there is a substantial gap in research focused on understanding motivation levels among employees in GLCs. The core issue, therefore, lies in how to sustain and improve employee performance amidst these challenges.

To guide this research, two foundational motivational theories are applied which is Herzberg's Two-Factor Theory (1959) and Maslow's Hierarchy of Needs (1943). Herzberg's theory distinguishes between hygiene factors (e.g., salary, job security, company policies) which prevent dissatisfaction, and motivators (e.g., recognition, achievement, growth opportunities) which truly enhance job satisfaction and performance. In the context of GLCs, it is crucial to not only eliminate dissatisfaction but also cultivate motivating conditions that lead to greater employee engagement and improved performance. Maslow's theory offers a tiered understanding of human motivation ranging from physiological needs to self-actualization. This theory helps to frame how different motivational factors influence employees at various levels, particularly in structured, hierarchical organisations such as GLCs. When basic and psychological needs are fulfilled, employees are more likely to be engaged and to perform at their highest potential.

By integrating these two theories, the study examines how both extrinsic and intrinsic motivational factors influence employee engagement and how this engagement, in turn, drives higher employee performance. This approach provides a holistic view of motivation and offers practical implications for Human Resource policies and management practices in GLCs. Through interviews and engagement with MOF representative and Human Resource personnel in the four selected GLCs, the researcher identified a lack of existing research specifically focused on employee motivation levels in these organisations. This gap is further highlighted by concerns regarding employee performance in recent years. This study closely examines what truly fuels motivation and engagement among GLC employees. By uncovering these key drivers, this study aims to offer meaningful insights that can improve organisational performance and well-being of the employees in the current GLC environment.

1.3 Research Objectives

Several research objectives have been developed to address the problem statement, contributing insights to understand better employee motivation in GLCs, which ultimately helps enhance their organisational effectiveness and competitiveness. The research objective fills in the complex relationships that exist among motivational factors, engagement levels, and performance levels of employees in Malaysian GLCs. Therefore, the main objectives of this research are as follows:

RO1: To investigate the relationship of between motivational factors (work environment, reward and recognition, promotion, organisational support, ethical leadership) and employee performance in selected Malaysian GLCs.

RO2: To investigate the relationship between motivational factors (work environment, reward and recognition, promotion, organisational support, ethical leadership) and employee engagement in selected Malaysian GLCs.

RO3: To investigate the relationship between employee engagement and employee performance in selected Malaysian GLCs.

RO4: To investigate the mediating effect of employee engagement on the relationship between motivational factors (work environment, reward & recognition, promotion, organisation support, ethical leadership) and employee performance in selected Malaysian GLCs.

1.4 Research Questions

Several research questions have been developed to align with the study's objectives. These questions are the focus of the research process.

RQ1: Does motivational factors (work environment, reward & recognition, promotion, organisation support, ethical leadership) enhance employee performance in Malaysian GLCs?

RQ2: Does motivational factor (work environment, reward & recognition, promotion, organisation support, ethical leadership) influence employee engagement in Malaysian GLCs?

RQ3: Does employee engagement improve employee performance in Malaysian GLCs?

RQ4: Does employee engagement mediate the relationship between employee motivational factors (work environment, reward & recognition, promotion,

organisation support, ethical leadership) and employee performance in selected Malaysian GLCs?

1.5 Scope of Study

To achieve the research objectives, this study focuses on four prominent Malaysian GLCs, which fully owned by the Ministry of Finance (MOF), Incorporated. Collectively, these GLCs employ a workforce exceedingly more than hundred individuals, and they have been actively contributing to Malaysia's growth and development for more than a decade. To maintain confidentiality, the names of the four GLC companies involved in this study will not be disclosed. This decision aligns with the restricted confidential information policies of these organisations. However, the research findings and outcomes be shared with the HR personnel within the participating companies to facilitate internal knowledge sharing and potential application of the results. Through a questionnaire and data analysis, this study explores into the key determinants of motivation of the employee, such as; work environment, reward and recognition, promotion, organisation support, ethical leadership and other relevant aspects. Based on the above, this research is quantitative in nature.

1.6 Significance of Study

The proposed research findings have several ramifications in term of empirical, practical and theoretical applications. Exciting discoveries in this study inspire researchers and young professionals in Malaysia to explore how these findings can be applied to boost employee performance across various industries. Government-linked companies (GLCs) stand to benefit immensely by unlocking the secrets behind employee motivation. By exploring the fundamental factors that influence engagement

and performance, organisations can create a pathway to achieve exceptional success. Enhanced employee engagement fuels productivity, elevates work quality, and leads to better financial results, creating mutual benefits for employees and the organisation (Choong et al., 2011).

1.6.1 Theoretical Significance

This study provides a meaningful contribution to the ongoing research about employee motivation, engagement, and performance. It provides compelling insights specifically related to GLCs, which will be beneficial for researchers exploring similar environments. The findings set a benchmark for other organisations and enhance the understanding of how motivational factors impact employee engagement and performance. This research serves as a crucial roadmap not only for the GLCs examined but also for other GLCs throughout Malaysia and potentially for organisations around the globe. This study advances the theoretical understanding of the dynamic relationships between employee motivation, engagement, and performance by addressing key gaps in the existing literature. While numerous studies have explored these constructs independently, limited research has examined their interconnection within the specific context of Malaysian GLCs. By focusing on GLCs, this study not only contextualises existing theories but also tests their applicability in a unique organisational setting where performance expectations are shaped by both public service and commercial imperatives.

The findings expand current theoretical frameworks by demonstrating the mediating role of employee engagement in the link between motivational factors and employee performance. This clarifies how and why intrinsic and extrinsic motivators translate

into improved job outcomes, thereby contributing to a more nuanced understanding of employee behaviour in semi-governmental entities.

1.6.2 Practical Significance

This research holds exciting potential for boosting employee well-being! Workers who feel motivated and engaged often experience greater job satisfaction, a healthier work-life balance, and reduced stress levels (Dangol, 2020). By leveraging the insights gained from this study, organizations can develop effective retention strategies that genuinely resonate with their employees. As highlighted by Ebrahim et al. (2020), Government-Linked Companies (GLCs) have the opportunity to foster a vibrant work environment that recognizes what drives their staff and enhances their engagement and productivity. The findings of this studies may profoundly impact the improvement of human resource policies within GLCs, fostering an environment where all employees can flourish. Well-crafted policies that address motivational drivers can improve workforce engagement and overall performance (Hasin et al., 2019). By uncovering the specific elements that inspire and encourage GLC workers, this research aspires to promote a more conducive and motivating work environment. Ultimately, it is anticipated that the findings of this research help enhance the overall employee performance and well-being of employees within these GLCs, while contributing to the continued success of these entities in their essential role in the nation's economic landscape.

In summary, this study contributes valuable insights to both academic literature and practical applications within GLCs and beyond. Significant findings and interpretations shed light on the ways in which such insights can assist policymakers,

organisational managers, and human resource practitioners. These revelations become useful pointers for laying out and tuning incentive schemes for employees, potentially leading to more pronounced performance improvements for the organisations, quite naturally increasing the overall competitiveness and prosperity of the Malaysian GLCs.

1.7 Definition of Key Terms

The following key terms definitions are applied consistently throughout this study to ensure that all terms and concepts are interpreted consistently and accurately. This help to facilitate a common understanding of the research findings and their implications.

Table 1.1

Key Terms Definitions

Variables	Definitions
Government Link Company (GLC)	GLC are organisations with a core focus on commercial objectives, with the Government of Malaysia holding a direct controlling interest in these organisations.
Employee Performance (EP)	EP is the quantity and quality of work that employees produced as they fulfil their responsibilities (Hermina et al, 2019).
Employee Engagement (EE)	EE refer to employee's emotional investment in and dedication towards their employer.

Motivation Factor (MF)	Motivation is an inhibiting psychological force inside an individual that causes persons to take action and persist in trying to achieve a goal (Schiefele,1991).
Work Environment (WE)	Physical and social environments that influence workers during their employment.
Reward and Recognition (RR)	RR refer to anything given in exchange for good done; recompense, reimbursement, compensation for services
Promotion (PR)	PR as defined by Hasibuan (2018), is a step that gives workers more say over their work, raises their prestige inside the company, and gives them more responsibility and power.
Organisational Support (OS)	Employees' perception in the organisation recognition and care for their contributions and welfare is what call as organisational support (OS) (Eisenberger, Huntington, Hutchinson, & Sowa, 1986).
Ethical Leadership (EL)	EL is refer as exemplified and encouraged by a leader's own behaviour and the way that leader interacts with others

1.8 Organisation of Thesis

This study is subdivided into five chapters which each organised in accordance with the research process used in the study.

Chapter One: Introduction

The thesis begins with an introductory chapter, which provide the background information concerning the subject of study. It tries to reason out the selection of this topic for research and highlights its significance clearly. Such a chapter introduces the context to the reader and describes the thesis goal and objectives step-by-step while providing a clear blueprint for subsequent chapters.

Chapter Two: Literature Review

The second chapter provides a comprehensive analysis of the relevant academic literature that underpins this study. It includes not only academic articles but also significant research contributions from related fields, establishing a robust foundation for the inquiry. This chapter serves to position the research within the broader academic discourse, highlighting its significance and relevance.

Chapter Three: Research Methodology

In Chapter Three, the focus shifts to the research methodology. This chapter delineates the research methods, and the approaches employed for data collection and analysis. It articulates the foundational elements of the research process, detailing the specific strategies for data gathering and interpretation that the researcher will implement throughout the study.

Chapter Four: Analysis and Findings

In the fourth chapter, it presents the data analysis and findings. This chapter is where its reveal what the research has uncovered, providing a detailed account of the results. It discusses the findings in depth, interpreting them in light of the research questions and objectives.

Chapter Five: Discussion and Conclusion

The closing chapter summarizes the findings of this study. It summarize everything discussed in previous chapters, emphasizing the key newer realization revealed by the research. Besides summarizing the findings, the chapter lays out some suggestions for future studies. These recommendations can be said to motivate further investigations into this area of work through the lens of findings from this thesis.

1.9 Summary

This chapter outlines the study's background and problem statement. The study objectives and poses research questions is developed to guide the investigation. It also emphasizes the significance of the study for improving HR strategies and enhancing organisational effectiveness. Finally, it provides clear definitions of key concepts and a brief overview of the topics covered in each chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter explores the compelling relationship between motivational factors and employee engagement, with a specific focus on Malaysian GLCs. By examining how these motivational elements influence employee involvement, the study sheds light on their significant role in driving performance within the workplace. Ultimately, it aims to enhance the understanding of how fostering motivation can lead to better outcomes for employees and organisations. The review focuses specifically on the unique context of Malaysian GLCs to provide insights relevant to these organisations. The GLCs are crucial players in Malaysia's economic landscape, actively inclined towards driving the nation towards developing its agenda. Understanding the interconnected nature between motivational drivers thereof of school-enterprise engagement and performance becomes pivotal for enhancing organisational effectiveness. It fosters a good work environment and contributes to the success and recognition of GLCs in Malaysia. This review touch on major theories, empirical researches, and even practical views, touching in a general way on the existing breadth of understanding on this topic to provide directions for future researches and theories as well as its pitiful implications for both academia and practitioners alike.

2.2 Definition of Employee Performance

Murphy (2021) defined job performance is a collection of behaviours that aid in accomplishing the goals of the organisation or its specific units. He contends that the definition of performance should emphasize behaviour rather than results. An excessive focus on outcomes may encourage employees to take shortcuts to achieve their goals, potentially compromising the organization by overlooking critical behaviours. This is often linked to feeling like their work is meaningful, having an active online profile, and working for a company that cares about their well-being (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). In another study by Atatsi et al. (2019), there was no consensus on a universal definition of employee performance. Table 2.1 lists other definitions of employee performance proposed from the past studies.

Table 2.1
Definitions of Employee Performance

Authors	Definitions
S. N. Rahmawati and A. F. Lestari (2020)	Employee performance in this study refers to how efficiently and effectively individuals fulfill their core duties and responsibilities as specified in their formal job description. It emphasizes activities and results associated with employee performance are critical for gaining a competitive advantage and aligning with organisational objectives.

M. A. Khan and S. Rehman (2020)	This study emphasised on employee performance as the assessment of an individual's work to inform fair management decisions, called as performance appraisal. This highlights the essential role of performance measurement in maintaining alignment with organisational objectives.
I. Kurniawan and A. A. L. P. Dewi (2021)	Employee performance is defined as the effectiveness with which employees execute their assigned tasks and responsibilities. It includes their work's efficiency, quality, and output and employees' perceptions of their value within the organisation.
A. S. Nugroho and L. A. Wijaya (2021)	Employee performance define as the effectiveness and quantity of work that individual performs in fulfilling their responsibilities. It is characterised by the observable and measurable actions or behaviours individuals demonstrate in completing their role.

Based on the above table definitions provided by Rahmawati & Lestari (2020), Khan & Rehman (2020), Kurniawan & Dewi (2021), and Nugroho & Wijaya (2021), employee performance can be understood as a multi-dimensional concept that reflects how effectively and efficiently individuals execute their assigned tasks and responsibilities. Rahmawati and Lestari (2020) emphasize performance in terms of fulfilling duties as outlined in the job description, linking performance outcomes directly to gaining competitive advantage and aligning with organizational objectives.

Similarly, Kurniawan and Dewi (2021) define employee performance by considering not only the effectiveness, quality, and output of tasks, but also employees' perceptions of their value within the organization highlighting a psychological dimension to performance. Meanwhile, Khan and Rehman (2020) stress that performance is closely tied to performance appraisal systems, underscoring the role of accurate performance assessments in informing fair management decisions and maintaining organizational alignment. Nugroho and Wijaya (2021) add a behavioural and measurable perspective by defining performance as the observable actions and quantity of work that reflect how well responsibilities are carried out. Together, these definitions suggest that employee performance encompasses both tangible and intangible elements ranging from task execution and measurable outcomes to perceived value and alignment with strategic goals. This holistic view is critical for designing effective performance management systems that balance accountability, motivation, and organizational growth. While there are many definitions of Employee Performance, this study focuses on the quality and quantity of output employees achieve in fulfilling their responsibilities (Hermina et al, 2019).

2.2.1 Previous Studies on Employee Performance

Organisation most significant resources is its employees, who may make or ruin the organisation reputation and negatively impact profits (Pawirosumarto et al.,2017). As a result, various research over performance of the employee conducted over the years to understand better the factors that influence performance improvement, including behaviour, concepts and resources. Performance in the workplace is seen as an end result of working. Job performance is defined by Murphy and Rambli (2021) as a set of actions that support the success of the business or department in which one is

employed. He argues that results-based definitions of performance are flawed because they encourage workers to choose the path of least resistance to achieving their goals, even if doing so may have negative consequences for the organisation as a whole.

To accurately compare actual program results with performance objectives and validate measured values, it is essential to establish achievable performance levels for each program. This entails identifying the specific goals associated with these objectives and determining methods for assessing quantity and quality. This comprehensive process will inform the development of operating procedures, necessary skill sets, technological advancements, resource requirements, and performance indicators. Work performance, according to Tamkin (2015), is focused on the idea that teams within an organisation are more effective than individuals working alone. Matthew (2003) argues that high-performing organisations are staffed by people who possess the requisite expertise and credentials.

A research conducted by Nordin and Hassan (2019), it is now clear that personal variables such as interest may enhance productivity at work. Employee performance may be thought of as the extent to which an individual or group of persons achieves the goals established for them by their supervisor or the organisational standards for how well they use available resources in an ever-evolving environment. According to Aguinis (2009), the concept of performance focuses on employees' behaviour themselves rather than the outcomes of those behaviours. Employee performance is a function of their actions, not the products they create. What an employee thinks about his or her own actions and how they contribute to the success of the company is what being identified as "perceived performance."

2.3 Definition of Employee Engagement

Employee engagement is defined as an individual's emotional commitment and attachment toward their employer. This understanding of "employee engagement" is not a recent development; it has been a significant area of focus in organisational dynamics for some time. The idea of encouraging workers to actively participate in their jobs is growing in prominence (Welch, 2011). Human resource generalists, educational consultants, and academics have all come up with their own unique definitions of the phrase, making it difficult to pin down exactly what it means. Table 2.2 lists other definitions of employee engagement proposed from the past studies.

Table 2.2

Definitions of Employee Engagement

Authors	Definitions
M. Gagné and A. Deci (2022)	The authors review leading definitions of employee engagement, identifying core human motives underlying the concept. They propose that engagement can be understood through the lens of human motivation theories, offering implications for both theory and practice.
J. A. Smith and L. M. Jones (2015)	Employee engagement is an essential process that empowers individuals to tap into their physical, cognitive, and emotional strengths as they tackle their daily tasks. The authors delve into a range of innovative initiatives designed to boost engagement in the workplace, creating

an atmosphere where employees experience motivation, a sense of connection, and commitment to their roles.

M. L. McGowan and S. A. Hart (2018) Their research describes employee engagement as a positive motivational state associated with increased productivity, discretionary workplace behaviour, and overall job effectiveness.

Schaufeli et al. (2006) The three main parts of engagement are dedication, vigour, and absorption.

Dedication means feeling important, enthusiastic, and challenged by one's work. Vigour involves having energy and mental strength. Absorption describes being entirely focused and captivated by one's work.

Nishii, L. H., & Wright (2008) This idea revolves around employees' passion and dedication to their organisation and its fundamental principles. Engaged employees recognize their essential contributions in driving business success and motivate their teammates to unite and strive towards shared organisational goals. The collective enthusiasm of the team fosters a dynamic workplace environment, empowering every individual to contribute meaningfully and make a positive impact.

Anitha J (2014) This study highlighted the importance of employee engagement by showcasing how deeply committed

individuals are to their organisation and how actively they embrace its core values.

Based on the above table definitions provided by several scholars highlight that employee engagement is a dynamic and multidimensional concept that encompasses both the individual psychological experience and the broader organisational context. These perspectives collectively emphasize that engagement is not merely about employee satisfaction or productivity but it is deeply rooted in motivation, connection, and alignment with organisational values. M. Gagné and A. Deci (2022) view employee engagement through the lens of human motivation theories, suggesting that engagement stems from fulfilling core psychological needs such as autonomy, competence, and relatedness. This approach implies that to foster engagement, organisations must understand what drives people at a fundamental level, making it both a theoretical and practical issue. However, Smith and Jones (2015) frame engagement as an empowerment process, where employees draw upon their physical, emotional, and cognitive resources to perform daily tasks. Their view stresses that when organisations implement innovative practices to enhance engagement, it not only boosts motivation but also creates a stronger sense of belonging and commitment among staff. Meanwhile, McGowan and Hart (2018) describe engagement as a positive motivational state that encourages discretionary efforts which employees go beyond their basic duties to contribute more meaningfully. This ties closely with enhanced job performance, innovation, and personal investment in outcomes.

Schaufeli et al. (2006) offer a behavioural and psychological framework by breaking engagement down into three core dimensions: vigour, dedication, and absorption. These elements focus on the emotional intensity and cognitive immersion an employee feels toward their work, which aligns closely with both individual performance and workplace wellbeing. According to Nishii and Wright (2008), and Anitha J (2014), emphasize the value alignment and cultural integration aspect of engagement. They argue that engaged employees are those who internalize the organisation's mission and values, feel passionate about contributing, and actively foster team spirit and collaboration. This highlights the social and cultural impact of engagement, extending beyond personal motivation to collective workplace energy. In summary, the collective definitions suggest that employee engagement involves psychological investment, motivational alignment, and emotional and behavioural commitment to their work and organisation.

2.3.1 Previous Studies on Employee Engagement

Schaufeli and Salanova (2014) described an engaged worker as a person who is physically present, emotionally balanced, loyal to their vocation, and enthusiastic about taking on new and uncertain tasks. According to Handa and Gulati (2014), employee engagement is a set of circumstances whereby people's thinking, feelings, and actions are harmoniously directed toward achieving the attainment of organisation goals. Employee engagement may refer to workers, employees, leaders, supervisors. Theories like motivation theory, leadership theory, and social exchange theory all make important contributions to the concept of engagement. Individuals are said to be "engaged" when they use all of their resources (cognition, emotion, movement, and body) to complete a task, as outlined by Kahn (1990). What's more, engaged workers

have considerable difficulty separating themselves from their jobs (Handa & Gulati, 2014).

Full engagement in work implies devotion to the cause. An engaged employee is someone with a sense of being able to face challenges who go beyond their work to guarantee that they gain deeper and deeper personal commitment with regard to the company's success (Schaufeli et.al,2002). Moreover, it is a kind of in-role or extra-role effort or behaviour that promotes change and has tangible effects on employee morale, output, dedication, loyalty to both internal and external clients, absences, and turnover (Gupta and Kumar, 2012).

Engaged employees exhibit a greater propensity to remain in the organisation, are likely to become the company's loyal customers, and add further value to the company and its stakeholder. Adler (2012) claims that the issue of how to involve employees has come to be the focus of academic and industry concern. Multiple disciplines, including social psychology, developmental psychology, philosophy, and ethics, contribute to the understanding of the dynamics of involvement (Glavas, 2012).

Inspiring, rewarding, and immersing workers in collaborative activities with human resource managers is the backbone of an employee engagement framework that fosters loyalty (Mone, Eisinger, Guggenheim, Price, & Stine, 2011). The core tenet of the effective shift model of work engagement is that outcomes, both good and bad, serve crucial purposes for employee presence and performance on the job (Bledow, Schmitt, Frese, & Kuhnel, 2011).

Organisations often talk about how their training and development programmes, technologies, and strategies are crucial to the company's long-term success. However, the organisation's internal employees are frequently overlooked as the driving force behind success. When talking about people, it's always referred to the important

responsibilities that leaders play in shaping employee engagement, which in turn boosts performance. In a productive business, staff enthusiasm and effort are essential ingredients. Recognizing that employee performance in GLCs has been underexplored, this study highlights the key motivating factors that drive performance by examining how these influences enhance employee engagement.

2.4 Motivation Factor

Motivation is an inhibiting psychological force inside an individual that causes persons to take action and persist in trying to achieve a goal (Schiefele,1991). Out of all the variables in the organisation, motivation is perhaps one of the most essential due to its influence on employee performance, engagement, and overall efficiency output. These are intrinsic motivation, arising from within the person, and extrinsic, arising from different external rewards or pressures. A research by Khan et al. (2020) highlights the importance of intrinsic factors, such as meaningful work and autonomy, in fostering high employee engagement and performance levels. Ahmed et al. (2019) examined how cultural context influence the impact of intrinsic versus extrinsic motivators. They found that collectivist cultures value group recognition, while individualist cultures prioritize personal achievement. While monetary rewards initially boost motivation, long-term engagement depend on intrinsic factors like personal growth opportunities (Gupta and Kumar, 2021).

Johnson and Lee (2022) explored how a good work environment, including supportive leaders and team cohesion, significantly contributes to intrinsic motivation and satisfaction of the job. Singh et al. (2020) highlighted that recognition programs tailored to individual achievements foster loyalty and higher engagement. It also explains that motivation factors play an important role in shaping employee behaviour

and performance. While intrinsic motivators like purpose and mastery foster deep engagement, extrinsic factors like rewards and recognition complement intrinsic drivers to sustain motivation. Therefore, this research focused on work environment, reward and recognition, promotion, organisation support and ethical leadership as a motivation factor that interact with the employee performance, which mediate by employee engagement.

2.4.1 Work Environment

“Work environment” refers to the physical and social environments which affect workers while in the course of their work. This can be the employer's place of work or the individual's irrespective of the employer. Attractive environments or supportive environments are those that encourage both new hires and long-term employment in a certain field because they motivate individuals to join the workforce and provide them a chance to do a good job (Awan and Tahir, 2015). Katz and Stewart (2017) illustrate that the effective operation of a company can be influenced by various external factors. Participation at the contract level, team dynamics, compensation, work satisfaction, cost management, employment stability, deadline observance, and quality architectural renderings are all areas where improvement is suggested. The elements that influence workers' motivation include things like pay, job happiness and security, time, and the information offered. They are at work for most of their conscious hours. The conditions in which one works directly impact their well-being. The result indicates that happy workers are more productive (Kamarulzaman, Saleh, Hashim, and Ghani, 2011).

Those who worked in a setting that fostered creativity also reported more job satisfaction and less plans to quit their current positions. It has been suggested that

increasing an organisation's overall innovation and competitiveness may be achieved by encouraging individuals to operate at higher levels of creativity within their existing roles (Janssen,2004). Staff morale and productivity are both affected by the nature of their work environment (Heath, 2016). If workers are both mentally and emotionally invested in their job, they will be more productive (Abdul and Tafique, 2015).

The physical and behavioural aspects of a workplace are both important. Elements of the office's physical environment are those that contribute to employees' capacity to interact with their workplace on a more sensory level. How well co-workers get along and how much of an effect the workplace has on any one employee are both aspects of the behavioural environment. According to Haynes (2017), the behavioural environment consists of two primary components: interaction and distraction. Additionally, the workplace setting can be categorised into two key areas: workplace layout, which specifically distinguishes between open-plan and cellular offices, and the other is office comfort, which focuses on aligning the office environment with work processes. This analysis underscores the work environment's beneficial impact on the employee engagement, highlighting how particular elements within the environment can profoundly impact engagement levels.

Creating a structured and encouraging workplace can significantly boost employees' energy, commitment, and involvement, leading to higher engagement. One decisive factor that drives this engagement is the perception of purpose in their work. When employees can align their tasks with their values and sense of purpose, they are more engaged in what they do. Moreover, offering job resources like autonomy, opportunities for professional growth, and a diverse range of tasks enhances the work experience, making it more meaningful. This meaningfulness enriches their activities and elevates their overall engagement at work.

2.4.2 Reward and Recognition

Nelson (2018) describes rewards as "something given in return for good work," including both financial and non-financial incentives. As an example, a person may offer a reward in exchange for the safe return of an item they have misplaced. In a similar vein, if an employee fails to complete a job, the Employer will withhold a reward. The "instrumentality" that is created by a reward is crucial. A partnership that serves just as a "means to an end" or "in order to" is called an instrumentality. Organisations frequently adopt strategies such as reward management systems and the integration of employee engagement in decision-making procedures to attain their objectives (Gungor, 2011). Key components of the incentive management system encompass compensation, bonuses, recognition, commendations, flexible work arrangements, and social benefits (Skaggs, 1991). A well-designed incentive system helps businesses keep their best workers around and inspires them to do their best work (Liu, 2008).

Nelson (2018) also defined recognition as a "positive feedback for effort and dedication" and "acknowledging employees' contributions." When an employee gets a certificate of gratitude from their employer for their long and dedicated service to the company, this is an example of acknowledgment. To recognise is to pay attention to, and value, someone or something. It may serve as a morale-booster, but it doesn't establish the instrumentality that reward does. The act of being acknowledged may take many shapes. Structured programmes, as outlined by Parker, Owen, and Liz Wright (2005), may include of things like monthly or yearly employee of the month or year awards, a year-end report or yearbook that highlights workers' achievements, and departmental or company-wide recognition boards.

Privileges like working from home, arriving and departing at convenient times, and extended lunch periods are all examples of informal or impromptu forms of reward. Employees that consistently go above and above in their work should be rewarded through multiple of approaches, such as but not restricted to more autonomy in their work, higher responsibility, and even being named an internal consultant to help train and advise other employees. Programs that recognise employees and those who have made significant contributions to the company are both valuable. Organisation need to identify the kind of employee actions, competencies, and outcomes that will help them succeed. Organisation may get an advantage in the business world by rewarding and recognising exceptional achievement. Both financial and non-financial reward systems significantly affect the worker's emotional state and psychological attachment to their work. Achievements that are recognized, especially through personal means tailored to the individual, increase belonging and appreciation, the two major drivers of engagement.

2.4.3 Promotion

Promoting from within is the most common way for employees to move up the corporate ladder. It is very rare for someone to retire from the same position they started in when they first joined a company. Promotions help in any successful professional endeavor. When being promoted, the employee takes on a higher position than before with added responsibilities. Normally, a higher position comes with better pay and perks as well as other material advantages (Prasad,2010). With the promotion, you may have to take on managerial responsibilities relating to guiding the work of subordinate staff. Promotion also usually comes with more responsibility for making decisions.

According to Hasibuan (2018), a promotion is a step that gives workers more say over their work, raises their prestige inside the company, and gives them more responsibility and power. As stated by Ardana (2013), granting promotions may influenced by various factors, including rank and tenure, education level, job performance, and employee dedication. The "right man on the right spot" refers to the practise of matching job candidates with open positions inside an organisation based on an analysis of the latter's specific requirements. Employees' high outputs and improved morale benefit from the presence of promotion goals since they encourage workers to feel appreciated, cared for, needed, and acknowledged by their organisation's work capacity.

According to Simon, Albrecht, Camille, Green, and Andrew Marty (2021), promotion opportunities demonstrated a profound influence on employee engagement by creating a sense of career progression and achievement. It could be reasonable to suggest that if workers have at least a couple of opportunities for advancement in their careers, they would consider themselves more valued and hence more motivated, resulting in increased engagement. Because of this, workers experience an emotional attachment to the organisation and become more engaged in their work. Additionally, the sense of fairness and transparency in promotion processes also plays a critical role. Employees who believe they have equitable chances for advancement feel a stronger alignment with organisational goals, further boosting engagement levels (Nasurdin et al.,2019).

2.4.5 Organisational Support

Organisational support (OS) is about how employees recognize their organization's appreciation and concern for their contributions and wellness, as highlighted by Eisenberger, Huntington, Hutchinson, and Sowa (1986). When employees experience appreciation and recognised by their company, their motivation to actively contribute to organisational goals increased. This is a compelling reminder that fostering a culture of support can significantly enhance engagement and contribute to overall success. This feeling enhances their emotional commitment and elevates their expectations for rewards related to improved performance. Employers greatly value loyalty and commitment in the workplace. When employers offer substantial support, employees generally exhibit a deeper emotional investment in their organisations, show reduced intentions to leave, and demonstrate improved work performance, which aligns with the principle of reciprocity (Allen, 2013).

The level of commitment men and women believed they would receive from their employers was examined with a tool called the Perceived Organisational Support (POS) scale. Employees are tend to make extra efforts for their organisations when they perceive that their employer appreciates and values them. In this context, POS assesses employees' perspectives regarding how much an organisation demonstrates care for its staff. Additionally, it evaluates how effectively the organisational framework addresses its workforce's material and spiritual needs. POS gets around the bias in prior research that only looked at employee loyalty to the company and not the other way around. It argues that a company's commitment to its workers should come first in order to promote the commitment of the employees to the organisation.

This is because a strong tendency to stay with the organisation and enhance their contributions is observed when employees feel valued and appreciated. As a result,

individuals now have a fresh lens through which to approach their interactions with their employers. In accordance with the findings of prior empirical research, organisational support has been shown to enhance employee productivity positively. Based on Manyasi's (2011) research, a supportive employer improved employee's productivity.

Leadership style, management communication, and the strength of one's internal social network inside a company were all cited by Eisenberger and Stinglhamber (2011) as factors that contributed to an employee's sense of belonging there. Employees' poor morale and subsequent retribution against an abusive boss is confirmed by research by Shoss (2013). According to Mohamed and Khan (2022), employee engagement is greatly influenced by organisational support, which fostering a sense of appreciation and support among employees. They stated that when employees views their organization as truly committed in their well-being and professional growth, their levels of work engagement tend to increase. This perspective aligns with social exchange theory, which asserts that when employees feel supported by their organisation, they are more likely to demonstrate greater commitment and exertion in their roles.

2.4.6 Ethical Leadership

Brown and Harrison (2005) define ethical leadership as; emphasizing the importance of embodying behaviours that align with established moral standards in our actions and interactions with others. This form of leadership goes beyond personal conduct; it actively encourages and promotes ethical behaviour among supporters via open two-way communication, positive reinforcement, and strategic decision-making. Leadership fundamentally involves selection of managers and leaders who not only

inspire but also exemplify ethical practices. This approach is essential in fostering positive and constructive relationships within the workplace. By cultivating a culture of integrity, ethical leaders pave the way for transformative working environments where everyone thrives. Some of the important tenets of this ethical conduct are honesty, integrity, equality, and consideration for the good of others. At this point, leaders are expected to promote their followers while avoiding actions and practices that may fracture them (Toor & Ofori, 2009).

The most senior leaders are the ones most responsible for setting an ethical example. Leaders should recognize their responsibility to serve as moral guides for their teams. The impact of formal ethical standards and ethics training is significantly reduced if leaders do not exemplify these principles through their actions and behaviour. Leaders are essential in shaping the achievement of organizational goals and establishing standards for employee conduct in areas such as promotions, performance evaluations, and problem-solving approaches (Brown & Mitchell, 2010). Employees who perceive ethical leadership are more inclined to exceed expectations in supporting the organisation and to engage in fewer behaviours that are destructive to the business (Thiel, Hardy, Peterson, Welsh, & Bonner, 2018).

High employee engagement can stem from ethical leadership by enhancing self-efficacy and organisational commitment, which serve as significant mediators in this relationship (Ashfaq et al., 2021). Additionally, ethical leadership fosters a motivated workforce by favourably influencing job engagement and innovation behaviours through psychological safety (Liu et al., 2023). This highlights the important role of ethical leadership in creating an envelope that enhances employee well-being and, in turn, adds values to organisational success through employee engagement.

2.5 Underpinning Theories

Theoretical underpinnings serve as a crucial element in empirical research. It encompass a collection of statements or concepts aimed at elucidating various facts and phenomena, particularly those that have gained widespread acceptance over time and can be utilized to predict natural occurrences (American Heritage Dictionary, 2000). The variables examined in this study are grounded in two prominent theoretical frameworks: Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs Theory. These theories offer a robust theoretical framework in gaining insight into the relationships among the independent, mediator, and dependent variables.

2.5.1 Herzberg Two Factor Theory

Herzberg's theory delineates variables in workplace that either lead to happiness or unhappiness based on their presence or absence (Alshmemri et al., 2017). The fundamental premise is that happy employees are likely to demonstrate higher productivity. Job satisfaction, according to Herzberg, hinges on active engagement and affinity for one's work. As a motivational theory, it emphasises the significance of dedication, categorizing job satisfaction into intrinsic variables and external circumstances, termed "hygiene factors" (Alfayad, & Arif, 2017). In contrast to "hygiene factors," which do not enhance performance but contribute to discontent when absent, "motivators" are elements that genuinely inspire increased effort (Suryanto, Haseeb, & Hartani, 2018). Businesses can leverage hygiene factors to enhance employee engagement by encouraging feedback and acting on suggestions for improvement. Herzberg's two-factor hypothesis identifies engagement drivers as pivotal sources of motivation. Both motivators and engagement drivers aim to boost employees' enthusiasm and commitment toward organisational goals. Motivation, the

"why" behind action, and engagement, the "what" of the action, operate on a delicate balance, jointly enhancing worker performance (Bedarkar and Pandita, 2014). The Herzberg model provides insights into genuine employee motivation, aiding in the understanding of individual drivers. This knowledge can be instrumental in designing effective incentive programs, ultimately contributing to business success. Fostering a positive workplace atmosphere through heightened team morale is a key strategy for enhancing overall business performance.

2.5.2 Maslow's Hierarchy of Needs

Five key levels of Maslow's Hierarchy of Needs include physiological needs, safety needs, belonging needs, esteem needs, and self-actualisation needs. He developed this framework to elucidate human behaviour and motivation (Trivedi & Mehta, 2019). The paramount importance of addressing the fundamental physiological requirements takes precedence over all other desires, such as the need for shelter, clothing, and medical care. Ensuring individuals' right to feel secure in their surroundings, fostering stable relationships, and alleviating emotional distress are integral facets of meeting safety needs (Crandall et al., 2020). The deep human desire for acceptance and love from others fuels our need to belong. Esteem needs, on the other hand, necessitate a continuous effort to enhance one's self-worth and garner positive regard from oneself and others. Self-actualization needs manifest when individuals strive to unfold their full potential, explore creative capacities, and aspire to become the optimal version of themselves. The application of Maslow's motivation theory extends to all employees of Government Linked Companies (GLCs), influencing them to engage in professions they are most passionate about.

2.6 Theoretical Framework

The following research model was designed after careful assessment of the study's research questions and aims. This model sets out to explain how different motivating elements influence employee performance and employee engagement mediates the relationship in GLCs.

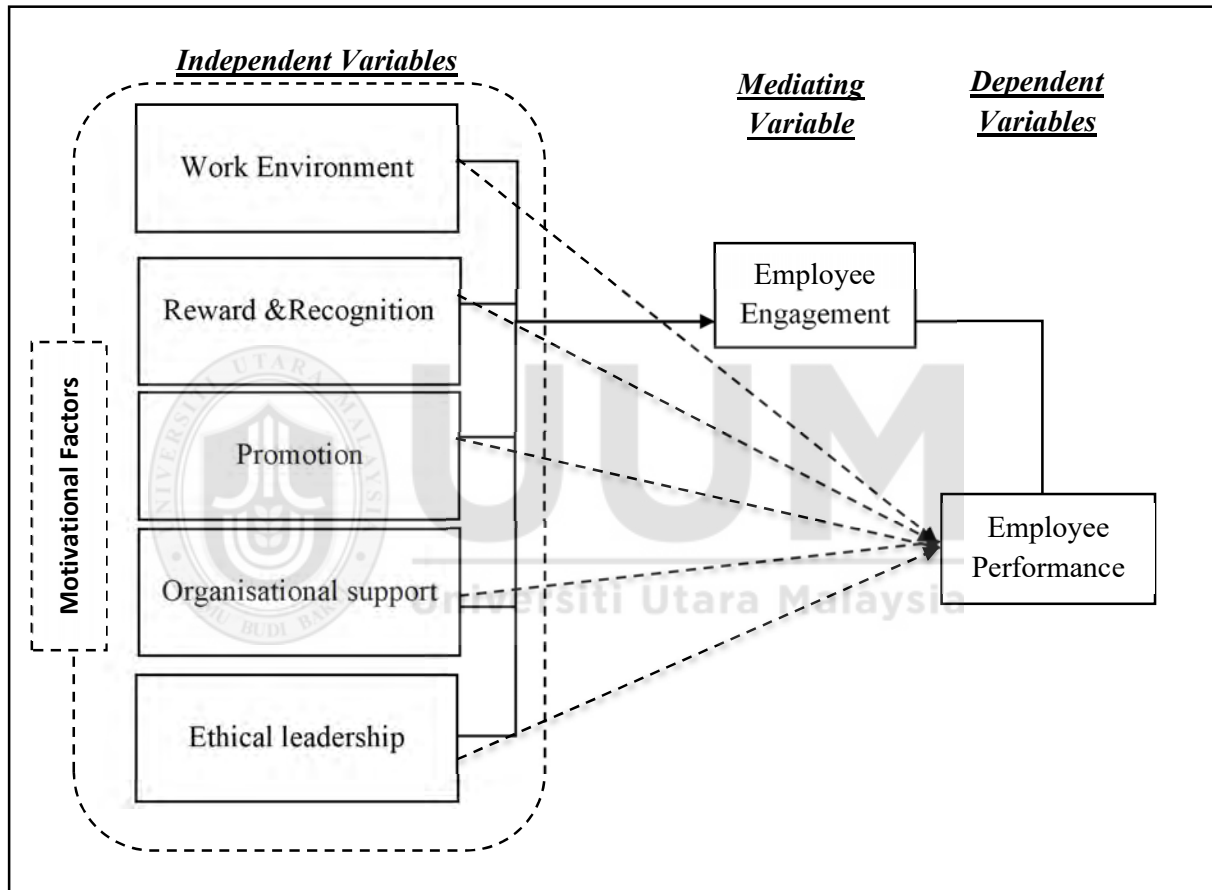


Figure 2.1 Theoretical Frameworks

It can be seen from the above figure 2.1 that there is a total of five independent variables, and these are as follows: Work Environment (WE), Reward and Recognition (RR), Promotion (PT), Organisational Support (OS) and Ethical Leadership (EL). On the other hand, there is only a single independent variable, Employee Performance (EP) and Employee Engagement (EE) as a mediator.

2.7 Hypotheses Development

The research theoretical framework model is depicted in figure 2.1. The research design outlines the study hypotheses for determining the empirical relationship between Work Environment (WE), Reward and Recognition (RR), Promotion (PT), Organisational Support (OS) and Ethical Leadership (EL) towards Employee Performance (EP). This study reveals that Employee Engagement (EE) plays a crucial role as a mediator connecting the independent variables (WE, RR, PT, OS, EL) with the dependent variable (EP). The hypotheses for this research are thoughtfully crafted based on findings from prior studies and an in-depth literature review.

2.7.1 Relationship between Work Environment and Employee Performance

Table 2.3 summarises the findings from previous research on the relationship between work environment and employee performance.

Table 2.3

Summary of findings from previous research on the relationship between Work Environment and Employee Performance

Author	Findings
Raziq, A., & Maulabakhsh, R. (2015)	The researchers indicates that a supportive atmosphere significantly enhances productivity. Key elements, such as adequate lighting, ergonomic seating, and appropriate noise levels, have contributed positively to employee output. This research emphasises the essential role of cultivating an optimal work environment, showcasing how it can

	significantly elevate individual and organisational performance.
Smith, J., & Brown, L. (2021)	The researchers emphasises the significance of fostering a positive workplace culture, results in higher performance, increased efficiency, and improved quality of work.
Lee, H., & Kim, S. (2024)	The researchers highlights the powerful impact of a encouraging work environment, showing how it can greatly enhance job performance by elevating employee motivation and satisfaction.
Garcia, M., & Lopez, R. (2023)	The researchers concludes that supportive work environments improve performance by fostering optimal job outcomes, emphasizing the importance of organisational support and resources.
Johnson, P., & Smith, K. (2022)	The researchers highlights that when employees receive regular feedback, have access to adequate resources, and are supported by management, the work atmosphere becomes positive. This encouraging environment not only uplifts morale but also greatly enhances employee performance.

The findings from the above selected studies consistently reinforce the idea that a supportive and positive work environment is a crucial driver of employee performance, motivation, and organisational success. Each study contributes a unique perspective, but collectively, they underline how physical, cultural, and managerial aspects of the workplace shape outcomes.

Raziq and Maulabakhsh (2015) highlight the importance of physical work conditions, pointing out that elements like adequate lighting, ergonomic furniture, and controlled noise levels directly influence productivity. Their findings emphasize that creating a comfortable and functional space is not a luxury but a strategic necessity, as such environmental factors help reduce fatigue, improve concentration, and boost overall output.

Smith and Brown (2021) shift the focus to workplace culture, stressing that a positive organisational climate contributes significantly to employee performance. Their research shows that when employees feel psychologically safe, respected, and valued, they tend to be more committed, efficient, and produce higher-quality work. This reinforces the idea that culture acts as the invisible framework supporting daily operations and interpersonal dynamics.

Lee and Kim (2024) further support this view by demonstrating that a motivating and satisfying work environment enhances job performance. Their research underlines how emotional factors, such as feeling encouraged and appreciated, play a critical role in increasing productivity. Employees are more likely to go beyond minimum expectations when they feel personally connected to their roles.

Garcia and Lopez (2023) expand on this by tying performance improvements to organisational support and the availability of resources. According to their findings, a well-supported employee if given the right tools, training, and emotional reinforcement will performs better and with more consistency. This highlights that support must be both structural and interpersonal to be effective.

Finally, Johnson and Smith (2022) emphasize the importance of regular feedback, management support, and access to resources in shaping a positive atmosphere. Their study illustrates that such an environment not only uplifts morale but also encourages

continuous improvement, reinforcing a performance-oriented culture. These elements create a feedback loop where support leads to better performance, which in turn motivates ongoing engagement.

In conclusion, all five studies converge on the understanding that employee performance thrives in environments that are physically comfortable, emotionally supportive, and organisationally empowering. Whether through workplace design, positive culture, or proactive management practices, investing in the work environment yields substantial returns in terms of efficiency, output, and job satisfaction. Therefore, the following hypothesis is proposed in this study.

Hypothesis 1 (H1): *Work environment has a positive relationship with employee performance in Malaysian government linked companies.*

2.7.2 Relationship between Reward and Recognition and Employee Performance

Table 2.4 summaries the findings from previous research on the relationship between reward and recognition and employee performance.

Table 2.4

Summary of findings from previous research on the relationship between reward and recognition and Employee Performance

Author	Findings
Wambugu, L. W., & Ombui, K. (2021)	The researchers indicates employee performance is considerably enhanced by monetary and non-monetary rewards, with recognition as a critical factor in personnel motivation.

Imran, M., & Ahmad, S. (2016) The researchers concludes that employee engagement is significantly predicted by recognition, which has a positive influence on performance.

Ali, R., & Ahmed, M. S. (2016) The researchers revealed a positive association among rewards and recognition, job satisfaction, and motivation, which enhances employee productivity.

Aktar, S., & Sachu, M. K. (2017) The researchers identified employee in banking sector demonstrated improved performance due to intrinsic and extrinsic rewards.

Al-Madi, F. N., & Assal, H. (2019) The researchers concludes that Universities should consider implementing structured recognition programs, as recognition has been shown to enhance employee performance substantially.

Mensah, E. B., & Tawiah, K. A. (2019) The findings of the research suggest employment satisfaction is positively influenced by both monetary and non-monetary incentives, which in turn enhances employee performance.

The findings from the above cited studies collectively underscore the crucial role of rewards and recognition in enhancing employee performance, satisfaction, motivation, and engagement across various sectors. These studies converge on a consistent

conclusion which when employees feel valued and acknowledged, their productivity and commitment to the organization increase significantly.

Wambugu and Ombui (2021) emphasize that both financial incentives and non-monetary rewards especially employee recognition serve as powerful motivators. Their findings suggest that recognition plays a pivotal role in strengthening morale and reinforcing desired behaviours, ultimately leading to better individual performance. This is echoed by Imran and Ahmad (2016), who found that recognition directly influences employee engagement, which is a known predictor of high performance. Their research implies that acknowledgment is not merely a feel-good gesture but a strategic tool for sustaining engagement. Ali and Ahmed (2016) extend this by highlighting the interconnectedness of rewards, recognition, job satisfaction, and motivation. Their study demonstrates that when employees are rewarded and appreciated appropriately, they experience higher satisfaction levels, which in turn fuels motivation and boosts productivity. This establishes a virtuous cycle of recognition leads to satisfaction, which encourages effort and performance.

Aktar and Sachu (2017) provide insight from the banking sector, showing that both intrinsic rewards (e.g., praise, autonomy) and extrinsic rewards (e.g., bonuses, benefits) significantly improve employee performance. Their findings affirm the importance of a balanced reward system that addresses both psychological and material needs.

Al-Madi and Assal (2019) argue for the institutionalization of structured recognition programs, particularly within universities, where performance often depends on long-term commitment and intrinsic motivation. Their findings demonstrate that consistent recognition has a sustained and substantial impact on performance.

Finally, Mensah and Tawiah (2019) reaffirm that employee satisfaction is directly linked to both monetary and non-monetary incentives. Their work shows that a well-rounded incentive strategy not only enhances satisfaction but also supports higher performance and retention.

In conclusion, the above studies collectively illustrate that rewards and recognition are crucial in enhance employee performance across diverse sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 2 (H2): *Reward and recognition have a significant positive relationship with employee performance in Malaysian government linked companies.*

2.7.3 Relationship between Promotion and Employee Performance

Table 2.5 summarises the findings from previous research on the relationship between promotion and employee performance.

Table 2.5

Summary of findings from previous research on the relationship between Promotion and Employee Performance

Author	Findings
Sari, D. P., & Lestari, S. D. (2022)	The researcher found that promotions positively and significantly affect employee performance, with motivated employees demonstrating enhanced performance post-promotion.

Razak, A., Sarpan, S., & Ramlan, R. (2018)	The researcher indicated that employee performance is notably influenced by promotions, with job satisfaction serving as a mediating factor.
Sulaiman, M., & Harahap, D. A. (2016)	The researcher indicated that promotions positively impact employee productivity, with job satisfaction and motivation serving as intermediaries
Adi, I. G. P., & Anshari, M. (2022)	It was discovered that employee performance had a strong and positive influence by promotions, with motivation serving as an intervening element.
Ogunnaike, O. O., & Kehinde, O. J. (2023)	Promotions and job satisfaction promote employee morale, which consequently results in improved performance levels, according to the research.
Ng, T. W. H., & Feldman, D. C. (2024)	The research indicates that promotions enhance job satisfaction and career sustainability, positively affecting employee performance.
Simanjuntak, P., & Sihombing, P. (2023)	The researcher found that promotions positively affect personnel performance, emphasizing the need for clear promotion criteria.

The findings from the above cited studies collectively demonstrated that promotions do not only act as a reward mechanism but also serve as motivational drivers that influence productivity, job satisfaction, and overall employee morale. Sari and Lestari (2022) found a direct and significant relationship between promotion and performance, observing that employees who receive promotions tend to become more motivated and

perform at a higher level. This supports the notion that promotions act as a recognition tool, validating employee contributions and encouraging further effort. Razak, Sarpan, and Ramlan (2018) reinforced this view by identifying job satisfaction as a mediating factor in the relationship between promotion and performance. Their findings suggest that promotions not only offer upward career mobility but also foster emotional satisfaction, which then translates into enhanced performance. Similarly, Sulaiman and Harahap (2016) argued that promotions contribute to higher productivity, with both job satisfaction and motivation serving as intermediary variables. This highlights that the effect of promotion is not merely transactional and it influences deeper psychological and behavioral responses among employees. Adi and Anshari (2022) also found that motivation is a key intervening variable in the promotion-performance relationship. They argued that promotions generate a sense of achievement and purpose, which fuels motivation and ultimately drives stronger performance outcomes. This aligns with the findings of Ogunnaike and Kehinde (2023), who concluded that promotions and job satisfaction enhance employee morale, and morale in turn contributes to higher performance. These insights underline the emotional and motivational impact of promotion practices in the workplace. Ng and Feldman (2024) broaden the discussion by highlighting the long-term implications of promotion. They discovered that promotions not only improve job satisfaction but also enhance career sustainability, creating a positive cycle of commitment, engagement, and consistent performance. Their findings reflect how promotions serve both as a short-term incentive and a long-term career anchor. Finally, Simanjuntak and Sihombing (2023) emphasized the importance of clear promotion criteria in ensuring the positive impact of promotion on performance. Their study shows that when promotions are perceived

as fair and merit-based, they significantly boost personnel performance by reinforcing trust in organizational processes.

In conclusion, the reviewed literature consistently shows that promotions are a key strategic lever for improving employee performance. They positively influence motivation, satisfaction, morale, and commitment. Therefore, the following hypothesis is proposed in this study.

Hypothesis 3 (H3): *Promotion opportunities have a significant positive relationship with employee performance in Malaysian government linked companies.*

2.7.4 Relationship between Organisational Support and Employee Performance

Table 2.6 summarises findings from previous research regarding the correlation between organisational support and employee performance.

Table 2.6

Summary of findings from previous research on the relationship between Organisational Support and Employee Performance

Author	Findings
Zhou, Y., & Wu, C. (2019)	Reinforcing organisational support positively affects the performance of frontline workers, with a sense of belonging playing a strong mediating role.
Kurtessis, J. N., & Eisenberger, R. (2017)	Perceived organisational support positively affects job performance, with psychological states mediating this relationship.

Setiawan, M., & Lestari, D. (2023)	This connection is entirely mediated by affective commitment, as perceived organizational support does not directly affect employee performance.
Li, X., & Chen, Y. (2019)	Organisational support significantly enhances employee performance in flexible manufacturing settings.
Zhang, Y., & Liu, X. (2022)	Perceived organisational support enhances employee performance, with high-commitment performance management practices strengthening this effect.
Akanbi, P. A., & Ofoegbu, O. E. (2015)	Perceived organisational support is positively correlated with employee performance, with job satisfaction acting as a mediator.

The relationship between organisational support and employee performance has been extensively studied, with findings consistently highlighting a positive and significant connection between the two. Zhou and Wu (2019) found that reinforced organisational support significantly enhances the performance of frontline workers, with a sense of belonging serving as a strong mediating factor. When employees feel they are part of the organisation and that their presence is valued, they are more likely to go above and beyond in their performance. Similarly, Kurtessis and Eisenberger (2017) noted that perceived organisational support (POS) improves job performance through the mediation of positive psychological states, such as increased self-worth and emotional security. Setiawan and Lestari (2023), however, introduced a more nuanced perspective. Their research concluded that POS does not directly influence performance, but operates entirely through affective commitment and employees' emotional attachment to the organisation. This implies that simply offering support is

not enough which employees must also feel emotionally invested in their organisation to translate support into improved performance. Li and Chen (2019) explored the impact of organisational support in flexible manufacturing environments and found it significantly enhanced employee performance. Their findings suggest that in dynamic, high demand settings, organisational backing provides stability and motivation, which is essential for maintaining consistent output and quality. Zhang and Liu (2022) further refined this relationship by demonstrating that POS, combined with high commitment performance management practices, leads to stronger employee performance. This highlights that support must be part of a broader performance strategy to be effective organisational systems, feedback mechanisms, and clear expectations all enhance the value of support. Akanbi and Ofoegbu (2015) also identified a positive correlation between POS and employee performance, with job satisfaction acting as a key mediator. When employees feel supported, their satisfaction increases, which then improves their willingness to perform and contribute to organisational goals.

In summary, the above studies consistently shows that organisational support enhances employee performance. Therefore, the following hypothesis is proposed in this study.

Hypothesis 4(H4): *Organisational support has a significant positive relationship with employee performance in Malaysian government linked companies.*

2.7.5 Relationship between Ethical Leadership and Employee Performance

Table 2.7 summarises findings from previous research on the relationship between ethical leadership and employee performance.

Table 2.7

Summary of findings from previous research on the relationship between Ethical Leadership and Employee Performance

Author	Findings
Zhu, W., Zheng, X., He, H., & Wang, G. (2019)	The researcher found that ethical leadership enhances organisational performance by integrating moral values into organisational practices, leading to improved employee job performance.
Dani, D. A., & Rao, K. S. (2023)	The research showed that the Ethiopian banking sector emphasises that ethical leadership significantly determines employee performance.
Wang, Y., & Xu, S. (2021)	The research emphasises that employee performance is shaped by a good ethical leadership, with organisational commitment as a mediating variable.
Ali, M., & Waqar, S. (2020)	Ethical leadership is crucial in improving performance and organizational citizenship behaviour. This can be achieved by increasing employee efficacy and developing employees' capacity to resolve workplace conflict.

Kim, W. G., & Psychological empowerment is a crucial mediating
Brymer, R. A. (2016) variable, implying that ethical leadership significantly
impacts on employee performance.

Babalola, M. T., & Employee performance positively correlated with
Stouten, J. (2016) ethical leadership. This study emphasised that leader-
member exchange quality serving as a mediating factor
in this connection.

The findings from the above cited studies collectively demonstrated that ethical leadership in organisational underscores its significant influence on employee performance. Multiple studies have affirmed that such leadership not only fosters a healthy work environment but also directly and indirectly enhances individual and organisational performance. Zhu et al. (2019) found that ethical leadership integrates moral values into everyday organisational practices, which leads to improved job performance among employees. Their study highlights how leaders who exemplify ethical standards can set the tone for responsible behaviour across all levels of an organisation, thereby improving both performance and culture. In a sector specific context, Dani and Rao (2023) studied the Ethiopian banking sector and concluded that ethical leadership plays a critical role in determining employee performance. Their findings suggest that in industries where trust and compliance are paramount, the presence of ethical leadership is essential for sustaining employee effectiveness and organisational credibility. Wang and Xu (2021) extended this understanding by introducing organisational commitment as a mediating factor. They found that when ethical leaders foster trust and integrity, employees are more likely to feel emotionally

committed to the organisation, which in turn leads to improved performance. This shows that the indirect effects of ethical leadership increasing organisational loyalty which are just as important as the direct ones.

Ali and Waqar (2020) also recognised the broader behavioural outcomes of ethical leadership. They associated it not only with enhanced performance but also with increased organisational citizenship behaviour in voluntary actions that go beyond formal job responsibilities. According to their research, ethical leadership improves employee efficacy and conflict resolution skills, which are essential for team cohesion and productivity. Kim and Brymer (2016) found that psychological empowerment mediates the link between ethical leadership and employee performance. Ethical leaders, by promoting transparency and fairness, empower employees to take initiative, which enhances their confidence and job effectiveness. This indicates that ethical leadership enables a more self-directed and proactive workforce. Babalola and Stouten (2016) supported these findings by showing that leader member exchange (LMX) quality influence the relationship quality between supervisors and subordinates. It mediates the relationship between ethical leadership and performance. High quality exchanges foster trust and open communication, leading to better performance outcomes.

In conclusion, the previous studies clearly demonstrates that ethical leadership is a foundational element in driving high employee performance. Therefore, the present study proposes the following hypothesis:

Hypothesis 5 (H5): *Ethical leadership has a significant positive relationship with employee performance in Malaysian government linked companies.*

2.7.6 Relationship between Work Environment and Employee Engagement

Table 2.8 summarises findings from previous research on the relationship between work environment and employee engagement.

Table 2.8

Summary of findings from previous research on the relationship between Work Environment and Employee Engagement

Author	Findings
Rasool, S. F., Maqbool, R., Samma, M., Zhao, Y., & Anjum, A. (2021)	The researcher confirms that a toxic workplace environment negatively impacts employee engagement. Data collected from 301 workers in Chinese SMEs indicate that such environments diminish individual productivity and well-being.
Sutanto, E. M., & Kurniawan, M. (2020)	Research conducted in an Indonesian private bank reveals that a supportive work environment improves employee engagement, with job satisfaction serving as a mediating factor. Positive work conditions is essential for nurturing engagement.
Mohd, I. H., Shah, M. M., & Zailan, N. S. (2016)	This study demonstrated the work environment is the key determining factor in improving employee engagement in a Malaysian telecommunication firm, surpassing rewards and work-life balance.

- Nawaz, M. S., & Pangil, F. (2016) A positive work environment is proposed to improve employee engagement through the promotion of ethical decision-making, thereby increasing employees' attachment to their roles.
- Rasool, S. F., Wang, M., Zhang, Y., & Samma, M. (2020) The research indicates that toxic work environments lead to a reduction in employee engagement, with employee well-being and supportive work culture playing significant roles in this dynamic.
- Smith, J. A., & Jones, L. M. (2015) The study emphasises the significance of fostering a positive work environment. It indicates that companies with highly engaged employees enjoy more significant customer satisfaction, profitability, and productivity.
- Pearl, N (2019) A toxic work environment marked by elevated stress levels diminishes employee engagement, increases the likelihood of turnover, and undermines employees' capacity for strategic and creative thinking.

The above studies finding indicates that the work environment plays a critical role in shaping employee engagement. Rasool et al. (2021) provided empirical evidence from Chinese SMEs, revealing that a toxic workplace severely impairs employee engagement. Employees in such environments experience diminished productivity and well-being, leading to disengagement. Their earlier study (Rasool et al., 2020) also reinforced that employee well-being and supportive work culture are key buffers against disengagement, highlighting the role of a healthy environment in sustaining

motivation. Meanwhile, Sutanto and Kurniawan (2020), in a study conducted within an Indonesian private bank, found that a supportive work environment enhances employee engagement through the mediating effect of job satisfaction. This illustrates how workplace conditions are central in shaping positive employee attitudes and fostering discretionary effort.

In the Malaysian context, Mohd et al. (2016) identified the work environment as the most critical factor in determining engagement levels among employees of a telecommunications company, even more influential than rewards or work-life balance. This suggests that day-to-day work conditions such as interpersonal relationships, managerial support, and physical settings that carry significant weight in driving employee commitment. Nawaz and Pangil (2016) proposed that a positive work environment encourages ethical decision-making, which in turn enhances employee attachment to their roles. This finding reflects the deeper link between organisational culture and moral climate with engagement. Smith and Jones (2015) showed that organisations cultivating a positive workplace atmosphere benefit not just from increased employee engagement, but also greater customer satisfaction, productivity, and profitability. This underlines the strategic value of work environment management in sustaining business outcomes. Conversely, Peart (2019) highlighted that high-stress and toxic workplaces significantly reduce employee engagement. They lead to higher turnover, reduced creativity, and undermine employees' strategic thinking capabilities ultimately threatening organisational sustainability.

Overall, the findings from this research underscore the importance of work environment in fostering improved employee engagement across a range of sectors and cultural contexts. The present study proposes the following hypothesis.

Hypothesis 6 (H6): *Work environment has a significant positive relationship with employee engagement in Malaysian government linked companies.*

2.7.7 Relationship between Reward and Recognition and Employee Engagement

Table 2.9 presents findings from previous research on the relationship between reward and recognition and employee engagement.

Table 2.9

Summary of findings from previous research on the relationship between Reward and Recognition and Employee Engagement

Author	Findings
Osborne, S., & Hammoud, M. S. (2017)	The research found that both rewards and recognition significantly enhance employee engagement, with recognition having a slightly more substantial impact.
Gallus, J., & Frey, B. S. (2016)	Recognition result in a substantial increase in employee performance and engagement, especially when it is unexpected and public.
Saks, A. M., & Rotman, J. L (2016)	Monetary rewards and recognition programs substantially enhance employee engagement in the IT sector.

Ismail, A., & Ahmed, S. (2015)	Both intrinsic and extrinsic rewards are significant predictors of employee engagement, with intrinsic rewards having a more pronounced effect.
Albrecht, S. L., & Andreetta, M. (2017)	Recognition plays important role in enhancing employee engagement through psychological empowerment as the mediating role.

The above studies illustrates that both monetary and non-monetary forms of acknowledgment have significant, and at times nuanced, impacts on employee behaviour and outcomes. Osborne and Hammoud (2017) found that rewards and recognition jointly enhance employee engagement, which in turn contributes to improved performance. Notably, their study revealed that recognition may have a slightly stronger impact than rewards, especially when it reinforces employees' sense of value and contribution within the organisation. This highlights the importance of creating a culture where appreciation is expressed consistently and meaningfully. Gallus and Frey (2016) extended this understanding by showing that unexpected and public recognition can lead to significant increases in employee performance and engagement. The element of surprise and the public nature of acknowledgment appear to reinforce social esteem, motivating employees to maintain or exceed their current performance levels.

Saks and Rotman (2016) focused on the IT sector and found that monetary rewards and structured recognition programs considerably boost employee engagement. Their findings underscore that in high-demand, skill intensive environments, financial incentives remain effective especially when paired with formal systems that

acknowledge achievement. Ismail and Ahmed (2015) contributed by distinguishing between intrinsic and extrinsic rewards. While both types significantly predict employee engagement, they found that intrinsic rewards such as autonomy, purpose, and personal growth have a more pronounced effect. This suggests that organisations must go beyond financial incentives to address employees' psychological and emotional needs for deeper impact on performance. Albrecht and Andreetta (2017) introduced psychological empowerment as a mediating factor in the recognition-performance relationship. Their research indicates that when employees feel empowered through recognition, they are more likely to become highly engaged and deliver stronger performance outcomes.

In summary, the reviewed studies affirm that reward and recognition are essential strategic tools for enhancing employee engagement. Therefore, the following hypothesis is proposed in this study.

Hypothesis 7 (H7): *Reward and recognition have a significant positive relationship with employee engagement in Malaysian government linked companies.*

2.7.8 Relationship between Promotion and Employee Engagement

Table 2.10 presents findings from previous research on the relationship between promotion and employee engagement.

Table 2.10

Summary of findings from previous research on to the relationship between Promotion and Employee Engagement

Author	Findings
Khan, W. A., & Iqbal, Y. (2018)	The research indicated that the availability of promotion opportunities and avenues for career advancement are key indicators of employee engagement within the IT industry.
Owolabi, A. B., & Babalola, S. S (2017)	The research found that fair and transparent promotion practices significantly boost employee engagement levels among bank employees.
Brun, J. P., & Dugas, N. (2016)	The research found that availability of promotion and career development opportunities enhances employee engagement in non-profit sectors.
Chen, W., & Zhang, Y. (2019)	Internal promotion opportunities are positively associated with higher employee engagement in manufacturing companies.
Williams, R., & Johnson, L. (2020)	Career progression opportunities, including promotions, significantly enhance employee engagement among healthcare professionals.
Davis, S., & Lee, K. (2017)	Promotion opportunities are directly linked to increased employee engagement among educators.

The above reviewed findings consistently demonstrate that opportunities for promotion significantly enhance employee engagement by boosting motivation, loyalty, and job satisfaction. Khan and Iqbal (2018) examined the IT industry and found that the availability of promotion and career advancement opportunities are

strong indicators of employee engagement. Employees are more likely to invest effort and remain committed when they perceive a clear pathway for upward mobility and long-term professional growth. Similarly, Owolabi and Babalola (2017) emphasised that fair and transparent promotion practices lead to higher engagement levels among banking sector employees. This highlights that not just the availability, but also the perceived fairness and clarity of promotional pathways is critical in maintaining trust and motivation.

In the non-profit sector, Brun and Dugas (2016) demonstrated that promotion and career development opportunities are key in enhancing employee engagement. Their findings underscore that even in sectors not traditionally associated with high financial rewards, opportunities for growth can sustain high levels of motivation and emotional commitment. Chen and Zhang (2019) focused on manufacturing firms and found a positive association between internal promotion and employee engagement. Their study indicates that when employees are promoted from within, it fosters a sense of loyalty and belonging, which reinforces engagement and reduces turnover. Williams and Johnson (2020) added that in the healthcare sector, career progression, including promotions, leads to significantly increased engagement. In high-stress environments like healthcare, professional growth opportunities offer not just motivation, but also a sense of purpose and fulfilment. Likewise, Davis and Lee (2017) reported that among educators, promotion opportunities are directly linked to higher engagement levels. Teachers who see pathways for leadership or advancement tend to display more passion, involvement, and dedication to their roles.

In summary, the previous finding clearly supports a strong positive relationship between promotion opportunities and employee engagement across various sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 8 (H8): *Promotion opportunities have a significant positive relationship with employee engagement in Malaysian government linked companies.*

2.7.9 Relationship between Organisational Support and Employee Engagement

Table 2.11 presents findings from previous research on the relationship between organisational support and employee engagement.

Table 2.11

Summary of findings from previous research on the relationship between Organisational Support and Employee Engagement

Author	Findings
Dai, K., & Qin, X. (2016)	Organisational support has boost influence on employee engagement, with organisational identification serving as a mediator and organisational justice acting as a moderator in this relationship.
Kara, A., & Petru, L. (2021)	Organisational Support enhances work engagement among healthcare managers, with feedback-seeking behaviour mediating this relationship.
Kim, S., & Wang, J. (2023)	Recent findings indicate that employee engagement has shown improvement when supported by both organisational and supervisory frameworks. Notably, the support provided

by the organisation has demonstrated a more significant impact on enhancing engagement levels

- | | |
|---------------------------------------|---|
| Lee, H., & Kim, J. (2020) | Organisational support and empowerment positively influence employee well-being, which is closely linked to higher engagement levels. |
| Rhoades, L., & Eisenberger, R. (2016) | The meta-analysis confirms a strong positive correlation between employee engagement and organisational support across various industries and cultures. |
-

A growing body of empirical evidence shows that when employees feel valued and supported by their organisation, they are more likely to engage fully in their roles and contribute to overall organisational success. According to Dai and Qin (2016), organisational support significantly boosts employee engagement, particularly when employees develop a strong sense of identification with the organisation. The study also notes that organisational justice or the perception of fairness within the company acts as a moderator, meaning that the effect of support on engagement is stronger when employees feel they are treated equitably. Kara and Petru (2021) focused on the healthcare sector and demonstrated that organisational support enhances engagement among healthcare managers, with feedback-seeking behaviour serving as a key mediator. This implies that supported employees are more proactive in seeking feedback, which further strengthens their involvement and connection to their work. Kim and Wang (2023) found that both organisational and supervisory support positively influence engagement, but organisational support has a greater impact. This suggests that while support from immediate supervisors is important, employees draw

stronger motivational energy from perceiving institutional support such as training, clear policies, recognition, and fair treatment. Lee and Kim (2020) emphasized that organisational support, when coupled with empowerment, significantly improves employee well-being, which is closely tied to increased engagement. Employees who feel empowered and well-supported tend to exhibit greater enthusiasm, energy, and commitment in their roles. Rhoades and Eisenberger (2016), through a comprehensive meta-analysis, confirmed a strong and consistent positive correlation between organisational support and employee engagement across various sectors and cultural contexts. This suggests that organisational support is a universal driver of engagement, regardless of industry or geography.

Overall, the above research collectively highlighted that the organisational support is crucial in improving employee engagement across various sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 9 (H9): *Organisational support has a significant positive relationship with employee engagement in Malaysian government linked companies.*

2.7.10 Relationship between Ethical Leadership and Employee Engagement

Table 2.12 presents findings from previous research on the relationship between ethical leadership and employee engagement.

Table 2.12

Summary of findings from previous research on the relationship between Ethical Leadership and Employee Engagement

Author	Findings
Khan, M. A. S., & Ismail, F. F. (2021)	Ethical leadership act as important factor in enhancing employee engagement by fostering self-efficacy and organizational commitment in a sequential manner.
Zhang, Y., & Lin, Y. (2023)	Ethical leadership plays a key factor in enhancing employee engagement by cultivating trust in leadership and promoting a positive work culture.
Setiawan, M., & Aryanto, V. D. W. (2022)	Ethical leadership act as a vital role in enhance employees' work engagement and facilitating knowledge sharing. This leads to improvement in the overall job performance and a stronger commitment to the organisation.
Afsar, B., & Badir, Y. F. (2020)	Workplace spirituality is a key factor that mediates the positive connection between ethical leadership and work engagement.

The findings from the previous studies above illustrate the various mechanisms through which ethical leadership contributes to higher levels of engagement. Khan and Ismail (2021) emphasised that ethical leadership enhances employee engagement by first building self-efficacy which the belief in one's capability to perform effectively and then strengthening organisational commitment. This sequential process suggests that when leaders demonstrate ethical behaviour, employees become more confident in their roles and feel a stronger emotional attachment to the organisation, ultimately resulting in greater engagement. Zhang and Lin (2023) highlighted the importance of

trust in leadership as a mediating factor. Their study found that ethical leadership improves engagement by promoting a positive work culture and cultivating employee trust in leaders. This indicates that employees are more likely to be engaged when they perceive their leaders as just, reliable, and morally grounded.

Setiawan and Aryanto (2022) provided further insight by linking ethical leadership to knowledge-sharing behaviour, which enhances both work engagement and job performance. Their research shows that ethical leaders create environments where open communication and collaboration are encouraged, leading to greater organisational commitment and improved work outcomes. Afsar and Badir (2020) introduced the concept of workplace spirituality as a key mediator between ethical leadership and engagement. In ethical leadership environments, employees are more likely to experience meaning and purpose in their work, which fosters deeper engagement and intrinsic motivation.

In summary, ethical leadership significantly enhances employee engagement across various sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 10 (H10): *Ethical leadership has a significant positive relationship with employee engagement in Malaysian government linked companies.*

2.7.11 Relationship between Employee Engagement and Employee Performance

Table 2.13 presents findings from previous research on the relationship between employee engagement and employee performance.

Table 2.13

Summary of findings from previous research on the relationship between Employee Engagement and Employee Performance

Author	Findings
Smith, J. A., & Brown, L. M. (2016)	This research found a strong positive relations between employee engagement and sales performance in retail stores, indicating that higher engagement levels lead to improved financial outcomes.
Kim, W., Kolb, J. A., & Kim, T. (2017)	The meta-analysis indicated that an employee's engagement influences job performance across various industries and job types.
Karatepe, O. M., & Demir, E. (2019)	Findings indicated that employee engagement significantly enhances service performance and customer satisfaction in hotels.
Agarwal, U. A. (2020)	The research found that engaged employees are more likely to demonstrate innovative work habits, contributing to organisational performance.
Shuck, B., & Reio, T. G. (2015)	Enhanced productivity and decreased error rates in manufacturing environments are linked to effective employee engagement.

The relationship between employee engagement and employee performance has been widely supported in research, indicating that engaged employees are not only more productive but also contribute to improved organisational outcomes. Smith and Brown (2016) demonstrated a strong positive correlation between employee engagement and sales performance in retail settings. Their findings suggest that when employees are emotionally and cognitively committed to their work, it translates into better customer interactions and higher sales, ultimately improving financial outcomes for the business. Kim, Kolb, and Kim (2017), through a meta-analysis, confirmed that employee engagement consistently predicts job performance across different industries and job roles. This reinforces the generalisability of the engagement-performance link, making it a critical factor in workforce strategy regardless of organisational context. In the hospitality sector, Karatepe and Demir (2019) found that higher engagement levels significantly improve service performance and customer satisfaction. Engaged hotel employees tend to be more attentive, responsive, and committed to delivering quality service, leading to more positive guest experiences and repeat business.

Agarwal (2020) highlighted the role of engagement in driving innovative work behaviours. Engaged employees are more likely to take initiative, solve problems creatively, and contribute ideas that enhance organisational performance. This proactive approach is essential for maintaining a competitive edge in dynamic business environments. Shuck and Reio (2015) observed that in manufacturing settings, effective employee engagement is associated with higher productivity and reduced error rates. Engaged workers tend to be more focused, meticulous, and aligned with production goals, resulting in better output quality and efficiency.

The above research collectively highlighted that the employee engagement is important role in improving employee performance across various sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 11 (H11): *Employee engagement has a significant positive relationship with employee performance in Malaysian government linked companies.*

2.7.12 Employee Engagement mediate the relationship between Work Environment and Employee Performance

Table 2.14 presents findings from previous research on employee engagement mediate the relationship between work environment and employee performance.

Table 2.14

Summary of findings from previous research on Employee Engagement mediate the relationship between Work Environment and Employee Performance

Author	Findings
Khan, M. I., & Jabeen, M. (2022)	A positive workplace environment enhances employee performance, with employee commitment and achievement-striving ability serving as mediators.
Putra, R. S., & Rahmawati, F. (2021)	Job satisfaction mediate between the work environment and employee engagement, suggesting that a supportive work environment enhances job satisfaction, subsequently leading to increased employee engagement.

Sari, D. P., & Nugroho, A. S. (2021) Employee performance is strongly influenced by the work environment and engagement, with well-being as a crucial mediating factor.

Rahman, M. S., & Islam, M. A. (2020) The findings from the research suggest that both the work environment and opportunities for training and development positively impact organisational performance. Employee engagement and job satisfaction are crucial mediating factors.

hen, Y., & Huang, L. (2017) This research illustrates that the connection between the work environment and employee performance is greatly influenced by employee engagement as a complete mediator. It underscores the essential role of engagement in facilitating the transition from a positive work environment to improved performance outcomes.

Khan and Jabeen (2022) found that a positive workplace environment boosts employee performance, with employee commitment and achievement striving acting as mediators. This indicates that employees who feel supported are more likely to be committed and driven to achieve, which in turn leads to better performance. Putra and Rahmawati (2021) demonstrated that job satisfaction mediates the relationship between the work environment and employee engagement. A supportive environment enhances job satisfaction, which then increases engagement. This chain of influence suggests that organisations must address both physical and psychological needs to foster engagement.

Similarly, Sari and Nugroho (2021) identified employee well being as a vital factor that connects the work environment and engagement with performance. A healthy and

supportive atmosphere boosts employee morale and emotional well-being, creating conditions for stronger engagement and ultimately improved productivity. Rahman and Islam (2020) provided a broader perspective by including training and development opportunities as part of the work environment. They found that engagement and job satisfaction jointly mediate the relationship between these environmental factors and organisational performance. This implies that creating a conducive environment paired with growth opportunities significantly improves workforce output. Chen and Huang (2017) further strengthened the argument by stating that employee engagement fully mediates the link between a positive work environment and performance. This means that without engagement, even the most supportive environments may not result in high performance, reinforcing the idea that engagement is the critical pathway through which environmental conditions translate into productivity.

These research findings emphasise employee engagement's role as a mediator in the relationship between the work environment and employee performance across diverse sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 12 (H12): *Employee engagement mediates the relationship between work environment and employee performance in Malaysian government linked companies.*

2.7.13 Employee Engagement mediate the relationship between Reward and Recognition and Employee Performance

Table 2.15 presents findings from previous research on the employee engagement mediates the relationship between reward and recognition and employee performance.

Table 2.15

Summary of findings from previous research on Employee Engagement mediates the relationship between Reward and Recognition and Employee Performance

Author	Findings
Kusuma, H., & Susilo, H. (2022)	This study found that reward and recognition significantly impact employee engagement, resulting in enhances employee performance.
Mokaya, S. O., & Kipyegon, M. J. (2022)	The research demonstrated that rewards and recognition significantly relate to employee engagement, which subsequently improves employee performance.
Roos, M., Reale, J., & Banning, F. (2021)	This research suggested that financial incentives and social norms influence employee behaviour, with intrinsic motivation playing a important role in performance outcomes.

The findings from the studies by Kusuma & Susilo (2022), Mokaya & Kipyegon (2022), and Roos et al. (2021) collectively support the conclusion that employee engagement acts as a mediating variable between reward and recognition and employee performance. This implies that the effectiveness of rewards and recognition in improving performance depends significantly on how well these initiatives foster engagement. Kusuma and Susilo (2022) found that reward and recognition have a direct and significant impact on employee engagement, which then leads to enhanced

employee performance. This shows that recognition does more than just motivate in the short term it contributes to deeper emotional and cognitive engagement with work, which sustains high performance over time.

Similarly, Mokaya and Kipyegon (2022) demonstrated a strong link between rewards, engagement, and performance, reinforcing the mediating role of engagement. Their findings suggest that when employees feel their efforts are appreciated through fair and meaningful rewards, they are more likely to be emotionally invested in their tasks, leading to increased commitment and improved job output. Roos et al. (2021) offered a complementary perspective by highlighting the role of intrinsic motivation, showing that financial rewards and social recognition influence behaviour, but it is the internalisation of these rewards which reflected in engagement that ultimately drives performance. This underscores the idea that the quality of engagement not just the presence of rewards that determines how well performance outcomes are realised.

Together, these research findings emphasise employee engagement's role as a mediator in the relationship between reward and recognition and employee performance across diverse sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 13 (H13): *Employee engagement mediates the relationship between reward and recognition and employee performance in Malaysian government linked companies.*

2.7.14 Employee Engagement mediate the relationship between Promotion and Employee Performance

Table 2.16 presents findings from previous research on the employee engagement mediate the relationship between promotion and employee performance.

Table 2.16

Summary of findings from previous research on Employee Engagement mediate the relationship between Promotion and Employee Performance

Author	Findings
Khan, M. M., & Rasheed, F. (2017)	The research identified employee engagement partially mediates the relationship between promotion opportunities and employee performance, which purposed engaged employees are more likely to leverage promotion opportunities to enhance their performance.
Garcia, M., & Martinez, L.(2023)	The research highlighted the important function of employee engagement in mediating the connection between motivation and performance, implying that employees who are inspired by opportunities for career advancement are more engaged and perform well.
Ali, M., & Ahmed, S. (2023)	The researcher concluded that employee engagement plays an important mediating role between job resources, such as opportunities for promotion and performance. This highlights the crucial role that engagement plays in enhancing employee outcomes.

Hassan, N., & Ahmad, N. (2021) Employee engagement demonstrated a significant mediating role in the connection between motivational factors, including career development and job performance. This indicates that employees who are fully engaged are more likely to respond positively to promotional opportunities.

Khan and Rasheed (2017) found that employee engagement partially mediates this relationship, suggesting that while promotions can lead to better performance, engaged employees are more likely to fully leverage promotional opportunities to excel in their roles. Without engagement, promotions may not yield the same performance outcomes. Garcia and Martinez (2023) emphasized that career advancement acts as a motivational factor that triggers engagement, which then leads to improved performance. Their study implies that promotion opportunities alone do not guarantee high output instead, it is the internal motivation and engagement sparked by these opportunities that drive productivity. Similarly, Ali and Ahmed (2023) noted that employee engagement is essential in linking job resources such as promotions with performance outcomes. Their findings suggest that engagement transforms structural incentives into behavioral improvements, reinforcing its mediating role. Hassan and Ahmad (2021) also confirmed that career development opportunities increase job performance only when they effectively boost engagement. In other words, the emotional and psychological investment of employees in their work determines how effectively they respond to promotion incentives.

The above research findings emphasise employee engagement's role as a mediator in the relationship between promotion and employee performance across diverse sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 14 (H14): *Employee engagement mediates the relationship between promotion opportunities and employee performance in Malaysian government linked companies.*

2.7.15 Employee Engagement mediate the relationship between Organisational Support and Employee Performance

Table 2.17 summarises findings from previous research on the employee engagement mediates the relationship between organisational support and employee performance.

Table 2.17

Summary of findings from previous research on Employee Engagement mediates the relationship between Organisational Support and Employee Performance

Author	Findings
Utami, D. L. A., Sudiro, A., & Noermijati. (2023)	This research found that the relationship between self-efficacy, organisational support and employee performance is influence by employee engagement, indicating that promoting engagement can lead to better performance results.

Soumendu Biswas, J. K. Bhatnagar (2013)	This research examines the mediating role of employee engagement on the relationship among job involvement, job satisfaction, and perceived organisational support, emphasizing that engagement amplifies the beneficial impacts of organisational support on performance.
Liliya Akbulatova (2007)	The study shows that work performance and management support are mediated by employee engagement, highlighting organisational's need to promote engagement to improve performance.
Soumendu Biswas, J. K. Bhatnagar (2013)	The research shows that work satisfaction and perceived organisational support are mediated by employee engagement, underscoring the importance of supportive organisational practices in enhancing engagement and performance.

Utami, Sudiro, and Noermijati (2023) found that self-efficacy and organisational support positively affect employee performance only when engagement is present. Their research suggests that promoting engagement acts as a catalyst converting support into tangible performance gains. Similarly, Biswas and Bhatnagar (2013) in two separate studies affirmed that employee engagement mediates the effects of job involvement, job satisfaction, and organisational support. In both cases, the researchers highlight that engagement strengthens the positive influence of these organisational factors on employee outcomes. This means even well-structured support systems are less effective without a workforce that is emotionally and

cognitively invested in their roles. Liliya Akbulatova (2007) also demonstrated that management support translates into better performance primarily through engagement.

These studies' findings emphasise employee engagement's role as a mediator in the relationship between organisational support and employee performance across diverse sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 15 (H15): *Employee engagement mediates the relationship between organisational support and employee performance in Malaysian government linked companies.*

2.7.16 Employee Engagement mediate the relationship between Ethical Leadership and Employee Performance

Table 2.18 summarises findings from previous research on the employee engagement mediates the relationship between ethical leadership and employee performance.

Table 2.18

Summary of findings from previous research on Employee Engagement mediates the relationship between Ethical Leadership and Employee Performance

Author	Findings
Wiwik Robiatul Adawiyah, Beta Oki Baliartati, Aldin Rafi (2022)	This research study indicates that ethical leadership has a positive impact on employee performance, with employee engagement and OCB serving as mediators. Ethical leaders enhance engagement and citizenship behaviours, leading to improved performance.

Alexandra Lee (2017)	Ethical leadership and work engagement are positively correlated, which improves employee performance. Employees who are engaged and work under ethical leaders tend to exhibit improved performance.
Michael Brown, Sarah Davis (2019)	This review demonstrates a strong link between moral leadership and employee engagement, with organisational commitment and self-efficacy mediating to improve managerial performance.
John Smith, Emily Johnson (2023)	This research indicates that ethical leadership positively influences employee engagement, with work-life balance as a significant mediating factor. Leaders who endorse work-life balance initiatives can enhance engagement and, as a result, improve performance.

According to Adawiyah, Baliartati, and Rafi (2022), ethical leaders promote not only employee engagement but also organisational citizenship behaviour (OCB), both of which mediate the positive effect on performance. This suggests that engaged employees under ethical leadership tend to go beyond their formal job duties, resulting in improved individual and organisational outcomes. Alexandra Lee (2017) supports this view by noting that ethical leadership correlates strongly with engagement, which in turn enhances performance. Her study implies that employees feel more motivated and purposeful when led by ethical managers, leading to better execution of responsibilities. Brown and Davis (2019) take it further by identifying organisational commitment and self-efficacy as additional mediators within the engagement framework. Their research indicates that ethical leadership builds trust and belief in

one's own capabilities fostering not just compliance but active engagement and better managerial performance. Meanwhile, Smith and Johnson (2023) offer a nuanced view by linking ethical leadership with work-life balance, which serves as a mediating variable to engagement. Leaders who support balance encourage greater employee well-being, which enhances engagement levels and ultimately leads to higher performance.

These research findings emphasise employee engagement's role as a mediator in the relationship between ethical leadership and employee performance across diverse sectors and cultural contexts. Therefore, the following hypothesis is proposed in this study.

Hypothesis 16 (H16): *Employee engagement mediates the relationship between ethical leadership and employee performance in Malaysian government linked companies.*

2.8 Summary of Hypothesis Development

The summary of hypothesis developed for the study is as follows;

Table 2.19

Summary of Hypothesis

H1	<i>Work environment has a significant positive relationship with employee performance in Malaysian government linked companies.</i>
H2	<i>Reward and recognition have a significant positive relationship with employee performance in Malaysian government linked companies.</i>
H3	<i>Promotion opportunities have a significant positive relationship with employee performance in Malaysian government linked companies.</i>

-
- H4 *Organisational support has a significant positive relationship with employee performance in Malaysian government linked companies.*
- H5 *Ethical leadership has a significant positive relationship with employee performance in Malaysian government linked companies.*
- H6 *Work environment has a significant positive relationship with employee engagement in Malaysian government linked companies.*
- H7 *Reward and recognition have a significant positive relationship with employee engagement in Malaysian government linked companies.*
- H8 *Promotion opportunities have a significant positive relationship with employee engagement in Malaysian government linked companies.*
- H9 *Organisational support has a significant positive relationship with employee engagement in Malaysian government linked companies.*
- H10 *Ethical leadership has a significant positive relationship with employee engagement in Malaysian government linked companies.*
- H11 *Employee engagement has a significant positive relationship with employee performance in Malaysian government linked companies.*
- H12 *Employee engagement mediates the relationship between work environment and employee performance in Malaysian government linked companies.*
- H13 *Employee engagement mediates the relationship between reward and recognition and employee performance in Malaysian government linked companies.*
-

-
- | | |
|-----|---|
| H14 | <i>Employee engagement mediates the relationship between promotion opportunities and employee performance in Malaysian government linked companies.</i> |
| H15 | <i>Employee engagement mediates the relationship between organisational support and employee performance in Malaysian government linked companies.</i> |
| H16 | <i>Employee engagement mediates the relationship between ethical leadership and employee performance in Malaysian government linked companies.</i> |
-

2.9 Chapter Summary

To summarize, this literature review offers an elaborate and comprehensive analysis of the interplay between motivational factors, employee engagement, and performance in the distinctive context of Malaysian GLCs. Through a painstaking synthesis of theoretical frameworks and empirical findings, this chapter not only illuminates the current body of knowledge but also provides an enormous backdrop for the next chapters of this research endeavor. This comprehensive review is instrumental in steering the investigation towards a nuanced exploration of the precise motivational drivers that impact both employee engagement and performance in the context of GLCs. By delving into the existing literature, the study gains valuable insights and analytical perspectives that inform the subsequent phases of empirical inquiry, contributing to gain a better understanding of the intricate dynamics present in the organisational landscape of Malaysian GLCs.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explores the research philosophy and approach to the strategies, methodologies, study design, and data collection and analysis techniques, aiming to clearly outline how these elements contribute to achieving this study's goals. Firstly, by providing a concise summary of the procedures implemented to ensure comprehensive data that aligns with this study's objectives (Noor, 2008). It is crucial to rigorously test the formulated hypotheses, drawing from a comprehensive analysis of the current academic literature and associated research, to arrive at solid conclusions (Saunders et al., 2009). Furthermore, this chapter will summarise the data collection and analysis techniques, illustrating how they work together to validate or challenge the hypotheses linked to this study's questions. This chapter also presents a detailed timeline for each stage of the research process and addresses various ethical considerations associated with the study.

3.2 Research Design

Saunders, Lewis and Thornhill (2019) defined a researcher's philosophy in research as the fundamental principles guiding their approach to knowledge construction and their ability to derive meaningful conclusions. The research design systematically directs the entire research process (Cresweel, 2014). The quality and character of the new information are also determined by the research philosophy taken into consideration (Schlegel, 2015). Three major schools of thought dominate the field of study:

positivism, realism, and interpretivism (Saunders, Lewis & Thornhill, 2019). According Marczyk, DeMatteo, and Festinger (2005), choosing an appropriate research philosophy depends on the specific goals and objectives outlined in the study. When the literature reviews and academic theories on the topic reflect certain vivid realities, and the study tries to validate them, positivism is a useful philosophical framework to use (Bryman & Bell, 2015). In a realistic approach, the researcher states the existing situation in the subject topic and backs it up with data (Kumar & Phrommathed, 2005). However, according to Marczyk, DeMatteo, and Festinger (2005), interpretivism is a more comprehensive approach since it not only reports on the facts and recent developments in the field of study but also offers psychological explanations for these phenomena. A quantitative methodology is being utilised to gather data for this research, with participants' responses to a questionnaire providing the bulk of the information acquired. In order to understand, anticipate, and control a phenomena, researchers use a study design, as stated by Sekaran (2013).

3.3 Type of Study

This quantitative study aims to delve into the performance of GLC workers by utilising numerical analysis to uncover how the motivating factors impact their performance. Key elements such as the work environment, rewards and recognition, opportunities for promotion, organisational support, and ethical leadership will be explored to understand their influence on employee engagement and productivity. When trying to comprehend and provide an explanation for a phenomenon, researchers often turn to quantitative methods, which entail the collection and study of numerical data using statistical analysis. If questionnaires are used in studies, for instance, researchers must check that each survey is valid in terms of measuring instruments and is reliable in

terms of being really used. The issue is formulated as Hypothesis via quantitative investigation. There are two distinct kinds of quantitative studies: intervention studies and control studies. Experimental studies are ideal for an intervention study, whereas correlation studies and surveys are suitable for a non-intervention research. The goal of a correlation study is to make predictions about the connection or associations between variables, whereas the goal of an experiment is to describe whether or not an intervention affected the result for one group relative to another.

3.4 Population and Sample Size

The term "population" is used by Sekaran and Bougie (2013) to describe a sample of individuals from the organisation being studied. According to what was proposed by Sekaran (2013), a study's population should include everything that would contribute the study. Employees of the GLCs who volunteered to take part in the survey make up the study's respondent group. This study emphasis on four Government Link companies from a range of sectors under MOF incorporated. Minimum number of employees employed of each GLC is at 200 people. Therefore, it is expected that 800 people, including the Human Resource (HR) manager or personnel, from four GLCs would fill out the survey form. The Andrew Fisher (1991) formula is a practical guide for determining the appropriate sample size for this study. The formula for determining sample size is based on probability and statistics principles. The formula for calculating as follows;

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2}$$

Where:

- n = Sample size

- Z = Z-score (value from the standard normal distribution corresponding to the desired confidence level, e.g; 1.96 for 95% confidence)
- p = Estimated proportion of the population (e.g; prevalence rate, often set at 0.5 for maximum variability)
- e = Margin of error (e.g; 0.05 for $\pm 5\%$)

Using the above formula, a sample size of 260 is deemed enough for the study since some participants may decline to answer to the survey and others will offer ambiguous replies. Since the poll takes into account the views of both managers and workers, the results may be used to determine whether or not elements like working work environment, reward and recognition, promotion, organisational support and ethical leadership in the GLC sector are a driving force in the performance of employees. To collect data for empirical statistical analysis, a questionnaire is designed and sent to workers via their HR manager or personnel. This research used online questionnaire survey to gather data, and the researcher is to anticipated receiving responses from more than 260 participants.

3.5 Sampling Frame

The sampling frame serves as a detailed list of specific cases or individuals from which the sample is selected. It is very vital to have a sampling frame that represents the same characteristics that include the total population in question. In this study, the sampling frame was designed to include a representative list of employees from the selected organisation (Razak et al., 2011). The method is applying an online questionnaire sent to collect responses from all employees of the selected GLC. To compile this exhaustive list, the researcher leverages the employee email directory

within the organisation, ensuring a comprehensive coverage of the workforce. The online questionnaire then being disseminated through the Google Mail platform, utilizing the email addresses obtained from the organisational directory. This approach not only facilitates a streamlined and efficient distribution process but also ensures that the sample drawn is reflective of the diverse perspectives and experiences within the entire population of GLC employees (Nikolova et al., 2019). By employing this meticulous sampling strategy, the study aims to enhance the validity and generalizability of its findings, capturing a broad spectrum of insights from the diverse workforce of the chosen organisation. The utilisation of the employee email directory as the basis for the sampling frame establishes a systematic and inclusive approach, contributing to the robustness of the research methodology. While the employee email directory was used to define the sampling frame and determine the eligible population for the study, direct access to individual email addresses was not granted due to confidentiality and data protection policies within the GLCs involved. Therefore, although the sampling frame was established based on the available employee listing, the actual distribution of the online survey was conducted via HR personnel, who acted as intermediaries to ensure adherence to organisational protocols.

3.6 Sampling Technique

Sampling is an intriguing process that involves selecting a representatively diverse subset from a larger population, allowing researchers to draw meaningful conclusions about the whole and evaluate how well a specific theory holds up against accurate data (Zikmund, 2002). The method chosen for sampling is vital, as it can significantly influence the research outcomes. Sampling methods can be broadly divided into probability sampling (random sampling) and non-probability sampling (non-random

sampling). In this study, judgmental sampling, a targeted form of non-probability sampling, is employed. Human Resource personnel of each chosen GLC help to distributed the online questionnaire among the participants, which are selected based on their expertise and professional insight, specifically the employees of GLC. This method is often used when in-depth knowledge from specific individuals is needed, when studying rare or hard-to-reach populations, or when time and resources are limited. This can be a quick and efficient way to gather rich data and explore specific cases.

3.7 Scale Development

The study instrument was carefully developed by modifying items from assessments that have been previously validated. An extensive revision was performed to enhance clarity and ensure respondents fully understood the questions, leading to accurate and insightful responses. In particular, a Likert scale is utilised to effectively evaluate a range of independent variables, the dependent variable, and the mediator, which strengthened the analysis and illuminated the connections that were being investigated. Using a five-point Likert variation, from "1" indicating lack of truthfulness to "5" indicating absolute truthfulness, the research tries to unearth various levels of opinion among the subjects. The usage of a finely calibrated Likert scale suggests that the researcher seeks to capture the urgency of the responses to further enrich the data. A meticulous approach to designing questionnaires reflects the researcher's dedication to ensuring the research findings' reliability and validity, establishing a robust foundation for thorough and insightful analysis.

3.8 Measurement of Variable and Instruments

Research methods that rely on measurable outcomes include surveys, case studies, interviews, experiments, action research, and so on (Garner & Scott, 2013). The research methodology used is influenced by the type of data collected, which in turn is determined by the research question(s) being asked. According to Dorney (2007), researchers are expected to evaluate their ideas by studying data on the topic's most important micro and macro factors. Employee performance in the GLC industry is measured against criteria including motivating elements (work environment, reward and recognition, advancement, organisational support, and ethical leadership), among others, as part of this study. Managers in the GLC are always on the lookout for new methods of evaluating their staff contributions and ensuring that they stick around for the long haul. Single-method research involves utilizing of a single data collection and analysis strategy, whether from primary or secondary sources (Creswell, 2012). Researchers may use many methodologies while conducting a study, as stated by Lewis, Thornhill, and Saunders (2007). This occurs when researchers need to utilise more than one strategy to gather or analyse data. The mixed-method approach offers a dynamic way to dive deep into research by blending quantitative and qualitative data to understand the study field better. Bordens and Abbott (2002) pointed out that this combination leads to more robust conclusions. By employing a survey methodology, this study examines the influence of various motivational factors, including the work environment, rewards and recognition, opportunities for advancement, organisational support, and ethical leadership on employee performance. Sekaran (2009) said that surveys are the best approach to quantitative research because they provide rapid data gathering with little investment of time or money. The questionnaire is develop based

on a combination of sources from prior study as per table 3.1 which divided into 8 sections.

Table 3.1

List of Research Dimension Source

Section	Dimensions	No.of Items	Source
Section A	Demographic details	6 items	Kalleberg (2011) – <i>Work and employment dynamics across demographic segments.</i> Allen et al. (2013) – <i>Employee demographics and organisational commitment.</i>
Section B	Work Environment	5 items	Raziq & Maulabakhsh (2015) – <i>‘Impact of work environment on employee performance’</i> Naharuddin & Sadegi (2013) – <i>‘Physical and psychological factors of the work environment’</i> Khosla et al. (2020) – <i>‘Work environment impact on employee engagement and productivity’</i> Chandrasekar, K. (2011) - <i>Workplace environment and its impact on organizational performance in public sector organizations.</i> Hackman, J. R., & Oldham, G. R. (1975)- <i>Development of the Job Diagnostic Survey.</i>

Haynes, B. P. (2008) - *An evaluation of the impact of the office environment on productivity.*

Mohd, I. H., Shah, M. M., & Zailan, N. S. (2016) - *The relationship between workplace environment and employee engagement in a Malaysian telecommunication firm.*

Section C	Reward & Recognition Factor	5 items	Nazir et al. (2020) – ‘<i>Role of reward and recognition in employee performance</i>’ Sharma & Taneja (2018) – <i>Importance of recognition in enhancing employee engagement.</i> Malik et al. (2015) – <i>Rewards, motivation, and employee performance linkage.</i> Ali, R., & Ahmed, M. S. (2009) - <i>The impact of reward and recognition programs on employee’s motivation and satisfaction: An empirical study.</i> Gallus, J., & Frey, B. S. (2016) - <i>Awards: A strategic management perspective.</i> Aktar, S., Sachu, M. K., & Ali, E. (2017) - <i>The impact of rewards on job satisfaction and employees’ performance in Bangladesh: A comparative analysis between pharmaceutical and insurance industries.</i>



UUM
Universiti Utara Malaysia

Mensah, E. B., & Tawiah, K. A. (2019) - *Employee motivation: The role of non-monetary incentives in the Ghanaian banking sector.*

Ismail, A., & Ahmed, S. (2015) - *The role of reward and recognition in motivating employees: Evidence from public sector organizations of Pakistan.*

Section Promotion

5

Greenhaus et al. (1990) - *Career*

D

items *Advancement Theory*

Thibaut & Walker (1975), Colquitt et al. (2001) - *Organisational Justice and Promotion*

Pergamit & Veum (1999), Saks (2006) - *Workplace Promotions and Employee Motivation*

Rhoades, L., & Eisenberger, R. (2002) - *Perceived organizational support: A review of the literature.*

Sari, D. P., & Lestari, S. D. (2022) - *The effect of promotion on employee performance in the manufacturing sector.*

Adi, I. G. P., & Anshari, M. (2022) - *The role of motivation as a mediator in the*

relationship between promotion and employee performance.

Razak, A., Sarpan, S., & Ramlan, R. (2018) - *Effect of promotion and compensation toward job satisfaction and employee performance.*

Simanjuntak, P., & Sihombing, P. (2023) - *Influence of fair promotion practices on employee performance: A study in Indonesian state-owned enterprises.*

Ng, T. W. H., & Feldman, D. C. (2024) - *Career sustainability and promotions: Linking organizational practices with employee outcomes.*

Ogunnaike, O. O., & Kehinde, O. J. (2023) - *Promotion and job satisfaction as predictors of employee morale in the Nigerian public service.*

Section	Organisational	5	Eisenberger et al. (1986) – ‘ <i>Perceived</i>
E	Support	items	<i>Organisational Support (POS) Scale</i> ’
			Rhoades & Eisenberger (2002) – ‘ <i>Affective commitment and organisational support</i> ’
			Baran, Shanock, & Miller (2012) –
			‘ <i>Organisational support theory and employee engagement</i> ’

Zhou, Y., & Wu, C. (2019) - *The impact of perceived organizational support on employee performance: A study of frontline workers.*

Setiawan, M., & Lestari, D. (2023) - *Mediating effect of affective commitment in the relationship between perceived organizational support and employee performance.*

Akanbi, P. A., & Ofoegbu, O. E. (2015) - *The influence of perceived organizational support on employees' job performance.*

Zhang, Y., & Liu, X. (2022) - *High-commitment performance management practices and perceived organizational support: Implications for employee outcomes.*

Kurtessis, J. N., & Eisenberger, R. (2017) - *Perceived organizational support and psychological states: A meta-analytic review.*

Li, X., & Chen, Y. (2019) - *Organizational support and employee well-being: Evidence from flexible manufacturing systems.*

Section	Ethical	5	Brown, Treviño, & Harrison (2005) – <i>Ethical Leadership Scale (ELS).</i>
F	Leadership	items	Yukl (2010) – <i>Leadership in Organisations.</i>

Kaptein (2008) – *Dimensions of Ethical Leadership.*

Khan, M. A. S., & Ismail, F. F. (2021) - *Ethical leadership and employee engagement: The mediating role of self-efficacy and organizational commitment.*

Setiawan, M., & Aryanto, V. D. W. (2022) - *The role of ethical leadership in enhancing employee work engagement: Evidence from the Indonesian service industry.*

Zhu, W., Zheng, X., He, H., & Wang, G. (2019) - *Ethical leadership with both “moral person” and “moral manager” aspects: Scale development and cross-cultural validation.*

Wang, Y., & Xu, S. (2021) - *Ethical leadership and employee performance: The mediating role of organizational commitment.*

Babalola, M. T., & Stouten, J. (2016) - *Ethical leadership and employee outcomes: The roles of leader-member exchange and psychological safety.*

Kim, W. G., & Brymer, R. A. (2016) - *The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance.*



UUM
Universiti Utara Malaysia

Section G	Employee Engagement	5 items	Schaufeli & Bakker (2003) – ‘ <i>Utrecht Work Engagement Scale (UWES)</i> ’ Gallup Q12 Employee Engagement Survey – <i>Gallup Organisation</i> . Kahn (1990), Saks (2006) - <i>Employee Engagement Constructs</i>
Section H	Employee Performance	4 items	Koopmans et al. (2014) – ‘ <i>Individual Work Performance Questionnaire (IWPQ)</i> ’ Campbell et al. (1993) - <i>Multifactor model of job performance</i> . Motowidlo & Van Scotter (1994) - <i>Task and contextual performance constructs</i> .

3.8.1 Construct Measurement - Work Environment

Structured questionnaire to assess the work environment is developed based on validated constructs and insights from prior research as per table 3.1. Five items of questionnaire developed to evaluate the responses. Work environments, including physical conditions, psychological conditions, and interpersonal relationships were measured in these questions. A five-point Likert scale is utilised to evaluate the responses, where 1 denotes “Strongly Disagree” and 5 indicates “Strongly Agree”. In their research, Syed Akhtar and Daniel Z.Ding (2008) established that this scale’s internal consistency and reliability value was .83. The details of construct measurement are shown in table 3.2.

Table 3.2

Measurement of Work Environment

No	Dimension	Item
WE1	Physical Work Environment	The physical conditions (e.g., lighting, temperature, noise level) in my workplace support my productivity.
WE2	Interpersonal Relationships	I enjoy working in my office.
WE3	Psychological Work Environment	My organisation effectively promotes a healthy work-life balance.
WE4	Physical Work Environment	I am satisfied with the cleanliness and tidiness of my work environment.
WE5	Physical Work Environment	My organisation provides adequate resources and tools to perform my job effectively.

The instrument used to measure the Work Environment construct in this study was developed by selectively adopting and adapting items from multiple validated sources, ensuring a comprehensive representation of the construct's multidimensional nature. The five selected items reflect three key dimensions which is physical, psychological, and interpersonal work environment. Items related to the physical environment (WE1, WE4, WE5) were adapted from existing instruments used in previous research by Raziq and Maulabakhsh (2015) and Chandrasekar (2011), which assess workplace conditions such as lighting, cleanliness, and the adequacy of tools and resources. The interpersonal dimension (WE2) was drawn from established instruments like the Job

Diagnostic Survey (Hackman & Oldham, 1975), capturing employee comfort and satisfaction within their workplace relationships. The psychological aspect (WE3) was based on work-life balance assessments used in prior studies such as Haynes (2008) and Mohd et al. (2016), which emphasize the organisation's role in promoting employee well-being. The items were reviewed and slightly modified for contextual relevance, cultural appropriateness, and clarity, particularly in the Malaysian GLC setting.

3.8.2 Construct Measurement – Reward and Recognition

Structured questionnaire to assess the reward and recognition is developed based on validated constructs and insights from prior research as per table 3.1. Five items of questionnaire developed to evaluate the responses. The questions evaluate perceptions of fairness, adequacy, and impact of reward and recognition practices. A five-point Likert scale, which ranges from 1 indicating "Strongly Disagree" to 5 indicating "Strongly Agree," is utilised to evaluate the responses. The details of construct measurement are shown in table 3.3.

Table 3.3

Measurement of Reward and Recognition

No	Dimension	Item
RR1	Impact of Reward and Recognition	Rewards and recognition are important in motivated me to perform better at work.

RR2 Adequacy and Satisfaction	I did receive rewards or recognition for my work performance.
RR3 Fairness and Equity	The current reward and recognition system in my organisation are fair and transparent.
RR4 Fairness and Equity	The current reward and recognition system align with my performance expectations.
RR5 Impact of Reward and Recognition	My Organisation always give a public recognition in company meetings or newsletters to acknowledge staff achievements.

The instrument measuring the Reward and Recognition construct was carefully developed by adopting and refining items from multiple well established studies to ensure conceptual clarity and contextual relevance. The five items selected were mapped to three key dimensions which is Impact of Reward and Recognition, Adequacy and Satisfaction, and Fairness and Equity. Items RR1 and RR5, representing the impact dimension, were adapted from the works of Ali and Ahmed (2009) and Gallus and Frey (2016), which emphasize how recognition initiatives and reward practices influence employee motivation and performance. RR2, focusing on adequacy and satisfaction, was adapted from the Employee Recognition Questionnaire (ERQ) and aligns with measures used in studies by Aktar et al. (2017) and Mensah and Tawiah (2019), highlighting employee experiences with receiving tangible or intangible

rewards. Items RR3 and RR4 cover the fairness and equity dimension and were modified from validated instruments in prior research, particularly from frameworks established by Ismail and Ahmed (2015) and Rhoades and Eisenberger (2002), which measure perceived justice and alignment in performance-based recognition systems. Each item was revised for language clarity, cultural sensitivity, and relevance to the Malaysian GLCs context.

3.8.3 Construct Measurement – Promotion

Structured questionnaire to assess the promotion is developed based on validated constructs and insights from prior research as per table 3.1. Five items of questionnaire developed to evaluate the responses. The questions assess perceptions, fairness, availability, and satisfaction related to promotion opportunities. A five-point Likert scale, which ranges from 1 indicating "Strongly Disagree" to 5 indicating "Strongly Agree," is utilised to evaluate the responses. The details of construct measurement are shown in table 3.4.

Table 3.4

Measurement of Promotion

No	Dimension	Item
PT1	Perceptions	Promotion is importance in motivating me to perform better at my work.
PT2	Satisfaction	I am satisfied with the promotion opportunities available in my organisation.

PT3	Fairness	The current promotion system in my organisation is fair and transparent.
PT4	Availability	The promotion is aligned with employee performance in my organisation.
PT5	Impact	Promotions have boost employee morale and performance in my organisation.

The instrument measuring the Promotion construct was developed by adapting selected items from multiple validated sources to reflect relevant dimensions that are theoretically and contextually aligned with the study's objectives, especially within the setting of Malaysian GLCs. The construct was operationalized using five items categorized under five key dimensions which is Perceptions, Satisfaction, Fairness, Availability, and Impact. Item PT1, representing Perceptions, was adapted from prior works such as Sari and Lestari (2022) and Adi and Anshari (2022), which emphasize employees' views on the motivational value of promotions. PT2, focused on Satisfaction, was based on items commonly used in employee attitude surveys, including those found in Razak et al. (2018), reflecting employees' contentment with available promotion opportunities. PT3 and PT4 reflect Fairness and Availability, respectively. These items were drawn from studies such as Simanjuntak and Sihombing (2023) and Ng and Feldman (2024), which assess transparency, performance alignment, and access to promotion. PT5 addresses the Impact of promotions and was influenced by the work of Ogunnaike and Kehinde (2023), which found that promotions enhance morale and performance outcomes. This multi dimensional approach offers a comprehensive view of employees' perceptions of

promotional practices and their effects on performance, contributing to the robustness and relevance of the study's measurement model.

3.8.4 Construct Measurement – Organisational Support

Structured questionnaire to assess the organisational support is developed based on validated constructs and insights from prior research as per table 3.1. Five items of questionnaire developed to evaluate the responses. The questions are designed to dive into how employees feel about their organisation's appreciation for their hard work and overall well-being. A five-point Likert scale, which ranges from 1 indicating "Strongly Disagree" to 5 indicating "Strongly Agree," is utilised to evaluate the responses. The details of construct measurement are shown in table 3.5.

Table 3.5

Measurement of Organisational Support

No	Dimension	Item
OS1	Support for Career Development	My organisation actively encourages me to pursued professional development opportunities in order to increase my chances of promotion.
OS2	Recognition	I always receive support from my organisation to perform my job effectively.
OS3	Fairness	The organisation always promotes a culture of employee development and growth.

OS4	Emotional and Practical Support	I always receive high level of support from my immediate supervisor or manager in achieving my performance goals.
OS5	Care for Employee Well Being	I am satisfied with the organisation's efforts to foster a positive and inclusive work environment.

The instrument designed to measure the construct of Organisational Support was developed by carefully selecting and adapting items from various validated sources to capture the multi-dimensional nature of perceived support within an organisational setting. The instrument includes five items covering diverse dimensions which is Support for Career Development, Recognition, Fairness, Emotional and Practical Support, and Care for Employee Well-being. Item OS1, which captures Support for Career Development, was adapted from studies like Zhou and Wu (2019) and Setiawan and Lestari (2023), which emphasize the importance of organisational encouragement in employees' professional growth and promotion opportunities. Item OS2, reflecting Recognition, is aligned with the findings of Akanbi and Ofoegbu (2015), focusing on how support from the organisation enhances job performance through acknowledgement and resource availability. Item OS3, under the Fairness dimension, draws from concepts discussed by Zhang and Liu (2022), ensuring that organisational development efforts are seen as equitable and transparent across the workforce. Item OS4, representing Emotional and Practical Support, is based on literature such as Kurtessis and Eisenberger (2017), highlighting the role of supervisory support in achieving performance objectives. Item OS5, focusing on Care for Employee Well-being, incorporates aspects of employee-centric organisational culture and was informed by Li and Chen (2019), who stress the importance of inclusive and healthy

work environments. All items were carefully refined for clarity, relevance, and contextual appropriateness, particularly for application in the GLC environment. This robust development process strengthens the construct's measurement reliability and enhances its contribution to examining the relationship between organisational support, engagement, and performance.

3.8.5 Construct Measurement – Ethical Leadership

Structured questionnaire to assess the ethical leadership is developed based on validated constructs and insights from prior research as per table 3.1. Five items of questionnaire developed to evaluate the responses. The questions measure employees' perceptions on their organisation leader for practicing the good value of integrity and moral standards, communication and transparency, support and empowerment and role modelling. A five-point Likert scale, which ranges from 1 indicating "Strongly Disagree" to 5 indicating "Strongly Agree," is utilised to evaluate the responses. The details of construct measurement are shown in table 3.6.

Table 3.6

Measurement of Ethical Leadership

No	Dimension	Item
EL1	Support and Empowerment	Ethical leadership is importance in motivating me to perform better at work.
EL2	Integrity and Moral Standard	My leaders and managers always demonstrate ethical behaviour and integrity in their actions and decisions.

EL3	Role Modelling	My organisation always promotes a culture of ethical behaviour and compliance with ethical standards.
EL4	Communication and Transparency	My leaders always communicate and emphasize the importance of ethical conduct in the workplace.
EL5	Support and Empowerment	My organisation fosters a sense of purpose and connection to the company's mission and values.

The instrument developed to measure the construct of Ethical Leadership was systematically adapted from established theoretical models and prior empirical studies, particularly drawing on the foundational framework proposed by Brown et al. (2005) and subsequent refinements relevant to contemporary organisational leadership. Items were carefully selected to reflect the dimensions most pertinent to ethical leadership practices within the context of Malaysian GLCs, ensuring cultural, managerial, and operational appropriateness. The construct comprises five items covering four key dimensions which is Support and Empowerment, Integrity and Moral Standard, Role Modelling, and Communication and Transparency. Items EL1 and EL5 fall under Support and Empowerment, capturing how ethical leadership inspires motivation and fosters a strong sense of purpose and alignment with the organisation's mission. These were adapted from studies such as Khan and Ismail (2021) and Setiawan and Aryanto (2022), which suggest that ethical leaders who support and empower their teams can significantly enhance employee engagement and performance. Item EL2, representing Integrity and Moral Standard, was influenced by the work of Zhu et al. (2019) and Wang and Xu (2021), who emphasise that leaders must demonstrate consistency in ethical conduct to establish trust and credibility among subordinates. Item EL3, under

the Role Modelling dimension, aligns with research by Babalola and Stouten (2016), reflecting the critical function of leaders in exemplifying ethical behaviour and reinforcing a culture grounded in shared values and compliance. Item EL4 addresses Communication and Transparency, drawing on findings from Kim and Brymer (2016), which underscore the importance of clear, open communication from leaders regarding ethical expectations and principles, thereby strengthening trust and psychological safety in the workplace.

3.8.6 Construct Measurement – Employee Engagement

Structured questionnaire to assess the employee engagement is developed based on validated constructs and insights from prior research as per table 3.1. Five items of questionnaire developed to evaluate the responses. Assessment on multiple dimensions of engagement, such as vigour (energy and resilience), dedication (sense of purpose and pride), absorption (focus and involvement), and general engagement were included in these questions. These dimensions are as part of the construct of work engagement, which contrast with burnout and highlight a positive, fulfilling state of mind associated with one's work (Schaufeli et al., 2002). A five-point Likert scale, which ranges from 1 indicating "Strongly Disagree" to 5 indicating "Strongly Agree," is utilised to evaluate the responses. Table 3.7 provides the details of construct measurement.

Table 3.7

Measurement of Employee Engagement

No	Dimension	Item
----	-----------	------

EE1	General Engagement	My organisation provides opportunities for employee involvement and participation in decision-making processes.
EE2	Vigor	I am willing to put in extra effort to achieve the goals of my organisation.
EE3	Absorption	I always have the opportunity to collaborate and work in teams to achieve common goals.
EE4	Dedication	I find my work to be meaningful and fulfilling
EE5	General Engagement	I am committed to the success of my team and organisation

The instrument used to measure the construct of Employee Engagement was carefully developed by integrating items from widely accepted theoretical frameworks and validated scales, including those inspired by the Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2006) and other relevant studies that examine engagement in organisational settings. The selected items reflect multiple dimensions of engagement, particularly tailored to the context of Malaysian GLCs, with an emphasis on cognitive, emotional, and behavioural components of engagement. The construct comprises five items, representing four primary dimensions which is General Engagement, Vigor, Absorption, and Dedication. Item EE1 and EE5 fall under General Engagement, highlighting the employee's sense of involvement in organisational activities and their commitment to team and corporate success. These items were adapted to reflect the participatory and collaborative culture promoted within GLCs, where employee voice and ownership are crucial to performance.

Item EE2 represents the Vigor dimension, capturing the willingness and energy employees dedicate toward achieving organisational goals. This reflects the motivational aspect of engagement, consistent with research that links high energy levels with increased productivity. Item EE3, which reflects Absorption, focuses on teamwork and collaboration, aligning with studies that associate deep involvement and flow in work tasks with stronger engagement outcomes. Item EE4 addresses Dedication, representing employees' emotional attachment and sense of meaning derived from their work, a critical factor in maintaining motivation and job satisfaction.

3.8.7 Construct Measurement – Employee Performance

Structured questionnaire to assess the employee performance is developed based on validated constructs and insights from prior research as per table 3.1. Four items of questionnaire developed to evaluate the responses. The evaluation of employee performance involves a rich tapestry of dimensions that encompass various aspects of how individuals contribute to their work environment. These dimensions include task performance, contextual performance, adaptive performance, and overall performance. Notable researchers like Campbell (1990), Borman and Motiwidlo (1993), and Koopmans et al. (2011) have crafted frameworks that illuminate these different facets, offering valuable insights into measuring and understanding employee performance. A five-point Likert scale, which ranges from 1 indicating "Strongly Disagree" to 5 indicating "Strongly Agree," is utilised to evaluate the responses. The details of construct measurement are shown in table 3.8.

Table 3.8

Measurement of Employee Performance

No	Dimension	Item
EP1	Overall Performance	I receive feedback on my performance from my supervisor on a regular basis.
EP2	Task Performance	I feel comfortable discussing my performance and development goals with my supervisor.
EP3	Contextual Performance	I show enthusiasm and energy in completing my tasks.
EP4	Adaptive Performance	I am confident in my ability to perform my job effectively.

The instrument for measuring Employee Performance was developed by integrating key items from validated performance measurement frameworks, such as those by Koopmans et al. (2011) and Pulakos et al. (2000), while ensuring relevance to the organisational culture of Malaysian GLCs. The instrument reflects a multidimensional view of employee performance, incorporating aspects of task execution, adaptability, interpersonal behaviour, and overall effectiveness. The construct comprises four items, each representing a distinct performance dimension which is Overall Performance, Task Performance, Contextual Performance, and Adaptive Performance. Item EP1, representing Overall Performance, focuses on the regularity and quality of feedback received from supervisors which an essential component that drives continuous improvement and clarity of role expectations. Item EP2 captures Task Performance, emphasizing the importance of open communication and goal alignment between employees and their supervisors. This item was influenced by performance

development literature that underscores the role of supervisor and employee dialogue in enhancing productivity. Item EP3 reflects Contextual Performance, capturing proactive behaviours such as enthusiasm, energy, and willingness to go beyond basic job requirements and traits often linked to organisational citizenship behaviour. Item EP4, under Adaptive Performance, assesses the employee's confidence and flexibility in handling tasks and workplace changes, an increasingly critical skill in today's dynamic work environments.

3.9 Data Collection Procedures

The methods used are dependent entirely on the study's goals and aims (Lindlof & Taylor, 2010). Fowler (2013) claims that both deductive and inductive methods are widely utilised in academic research. Research conducted using a deductive strategy is more generalizable and provides a more organised method of inquiry (Lewis, Thornhill & Saunders, 2007). Research Hypothesis are developed by studying the pertinent ideas and significant concepts pertaining to the research topic (Morse, 2003). Therefore, the research hypothesis determines the types of data to be gathered, and the researcher chooses the methods of data collection depending on the types of data and the goals of the study (Kumar & Phrommathed, 2005). The acquired data are then examined using statistical methods, and the results are utilized to either confirm or refute the hypothesis (Bryman & Bell, 2015). The research process in the inductive method is the polar opposite of the deductive technique (Saunders, Lewis & Thornhill, 2009). Collecting information from various sources, such as interviews, surveys, and databases, is called data collecting (Sekaran and Bougie, 2013). Questionnaires administered using the web form is the study's primary data source. This method worked well since it allowed researchers to promptly gather the completed questionnaires.

3.10 Data Analysis Method

Researchers often delve into various statistical methods to uncover the truths behind their study subjects. In this investigation, the data was meticulously analysed using the Statistical Package for the Social Sciences (SPSS) version 30. This included a mix of descriptive statistics, correlation analysis, and regression analysis to paint a clearer picture. To ensure the integrity of the data, this study conducted thorough data screening, which helped to identify errors, outliers, assumption violations, and potential missing values. This was further enriched by descriptive analysis, allowing for the effective generation and comparison of demographic information (Saunders et al., 2019). For a more comprehensive understanding and robust hypothesis testing, this study employed Structural Equation Modelling (SEM) and Partial Least Squares (PLS), leveraging the capabilities of SmartPLS (Ramayah et al., 2018). As Joe F Hair et al. (2012) noted, PLS-SEM has become an essential tool for establishing causal relationships between latent components, helping to unravel the complexities of the findings. The PLS-SEM technique is a clearly superior, more versatile and more resilient analytical tool for constructing, evaluating and predicting statistical theory. Path modelling using PLS-SEM produces more precise, accurate and valid confirmatory factor analysis. Numerous studies attest to the PLS-SEM statistical methodology efficacy in a range of social science research domains, most notably business research (Hair & Kuppelwieser, 2014). According to Joe F. Hair et al. (2012) and Reinartz et al. (2009), PLS-SEM is a better option due to its ability to assess both the correlated variables (inner model) and latent variables and their relationship to items (outer model). In conclusion, PLS-SEM allows the creation of complex models with several effect pathways, such as mediation and other intricate relationships (Lowry & Gaskin, 2014). This study employed SmartPLS (v4.1.0.9) to analyse the

the outer model, which assessed reliability, convergent validity, and discriminant validity, alongside inner model, focusing on the significance of path coefficients, coefficient determination, effect size, and predictive relevance.

3.11 Chapter Summary

In conclusion, Chapter 3 serves as a comprehensive guide, meticulously delineating a sophisticated and systematic methodology tailored for the research study. This chapter intricately navigates through diverse facets of the research process, meticulously addressing key elements such as research philosophy, design, data collection procedures, and analysis strategies. The meticulous attention to detail underscores the commitment to ensure the credibility, reliability, and validity of the findings in this study. The chapter kicks off with an engaging introduction. It emphasizes the importance of the research methodology, illustrating on how it acts as the foundation for reaching the study's goals. A deliberate focus is placed on the procedural framework that consistently applied throughout the research journey, aiming to gather sufficient and meaningful data while rigorously testing hypotheses formulated following academic literature and existing research works.

The exploration of research design unfolds with a careful consideration of research philosophy, aligning the chosen methodology with the overarching principles guiding knowledge construction. The discourse on positivism, realism, and interpretivism serves to justify the selection of a quantitative approach within the study's goals. The chapter artfully navigates through the rationale behind the chosen type of study, population and sample size determination, sampling frame construction, and the meticulous detailing of measurement instruments, showcasing a thoughtful approach to data collection. The data collection procedures, strategically delves into the rationale

behind the choice of a deductive research strategy, aligning it with the study's objectives and the formulated hypotheses. The emphasis on questionnaires administered through web forms is justified for its efficiency in promptly collecting comprehensive data, ensuring a smooth and efficient data collection process.

In summary, Chapter 3 meticulously orchestrates a methodological symphony, weaving together the threads of research philosophy, design, data collection procedures, and analysis techniques into a cohesive framework. This chapter stands as a testament to the researcher's commitment to establishing a strong and credible basis for the study findings, laying a solid methodological groundwork for examining the motivational factors that influence employee engagement and performance in selected Malaysian GLCs.



CHAPTER 4

ANALYSIS AND FINDINGS

4.1 Introduction

This chapter explores the crucial and transformative phase of data analysis, exploring how motivational factors profoundly influence employee engagement and performance. It also highlights the complex dynamics of employee relationships within Malaysian GLCs. This study aims to unveil compelling patterns, correlations, and insights that illuminate the inner workings of these relationships by rigorously analysing the collected data. The findings presented in this study significantly enhance the comprehension of how various factors impact employee engagement and performance. Moreover, they provide actionable insights for organizations eager to boost their workforce effectiveness. As the research journey through the empirical evidence, this chapter acts as a guiding light, navigating readers through the complex landscape of employee motivation in the distinctive context of Malaysian GLCs.

The analysis was initiated by examining the response rate and profiling the respondents before progressing to data screening analysis. A key component of this research is using partial least squares structural equation modelling (PLS-SEM), an essential tool for testing the hypotheses. Convergent and discriminant validity were evaluated through the measurement model, followed by a thorough structural model assessment across five stages. Additionally, the role of Employee Engagement was explored as a mediator in enhancing Employee Performance.

4.2 Data Preparation

Data preparation is the first step in data analysis that occurs before assessing the study model. According to Cooper and Schindler (2014), data preparation includes entering, coding, and editing to guarantee that the information is correct and comprehensive.

4.2.1 Response Rate

Employees from four different GLCs in Malaysia were selected for data collection in this study. While the employee email directory was used to define the sampling frame and determine the eligible population for the study, direct access to individual email addresses was not granted due to confidentiality and data protection policies within the GLCs involved. Therefore, although the sampling frame was established based on the available employee listing, the actual distribution of the online survey was conducted via HR personnel, who acted as intermediaries to ensure adherence to organisational protocols. The survey method resulted in the distribution of online survey questionnaires. A link to the online survey questionnaire was provided to the Human Resource personnel from four selected GLCs to be distribute among their employees within the organisation. Each GLC is expected to have a minimum of 200 employees, resulting in a total distribution of 800 questionnaires across all the GLCs. Human Resource personnel were also reminded via follow-up phone calls, text messages, and email. This increased the response rate (Uma Sekaran & Roger Bougie, 2010). In total, 340 responses were received. Nine (9) responses from the received survey questionnaires were rejected because the respondent marked the same answer, also known as a "straight-line" or unengaged response and uncompleted survey forms. The questionnaires collected are summarised in Table 4.1 below. A total of 331 questionnaires were collected out of 800 distributed questionnaires. The rate of responses was 41.4% (N=331).

Table 4.1

Description of responding method and response rate of collected questionnaires

Total questionnaires (Google Form):	Value
800	
Received	331
Received Percentage	41.4%

4.3 Data Cleaning

As explained in the previous chapter, data cleaning involves the process of checking for data screening, missing value replacements and outliers.

4.3.1 Data Screening

4.3.1.1 Straight Lining

A straight-lining pattern happens when respondents give the same answer or feedback to most questions (Hair et al., 2017). Microsoft Excel 2016 was used to do the straight-lining test in this study. Case number 091, 098, 115, 130, 153, 197, 236, 286, and 315 was found to have straight-lining issues. Therefore, it is not included in the analysis, leaving 331 cases to be analyzed.

4.3.2 Outliers

Outliers are data that exhibit a unique mix of traits that distinguish them from what is considered normal. Outliers are responses that are out of the ordinary for a given topic or a group of questions (Hair et al., 2018; Sarstedt et al., 2017). Because outliers can negatively impact the normalcy of data and lead to erroneous results, it is critical to carefully examine outliers before using them (Hair et al., 2018; Tabachnick & Fidell, 2013). Outliers can be useful in indicating characteristics of the population that are not seen during the regular course of study. Conversely, detrimental outliers are not representative of the population, are inconsistent with the research objectives, and may

be very misleading in statistical studies (Hair et al., 2018). The outliers in this study were identified through the use of multivariate detection methods across all of the independent and dependent variables. The Mahalanobis D^2 measure is used to identify outliers. Each observation is assessed in a multivariate manner across a collection of variables (Hair et al., 2018). The distance between each observation in the multidimensional space of all observations is determined by SPSSv30. The data should be removed from the distribution of observation generation if the D^2 value is higher. The total number of study variables is first identified, which was 7 (with employee performance being the dependent variable). Then, the number of outliers is determined by the chi-square statistical table, which is based on the value of degrees of freedom, which is 6 (subtracting 1 from the total number of variables of 7). Mishra et al. (2013) indicate that the p-value should be established at 0.001, as presented in Table 4.2. Based on the chi-square statistical table, the chi-square value obtained is 22.4577.

Table 4.2

Chi-square statistical table

<i>Df</i>	<i>p-value</i>					
	0.1	0.05	0.025	0.01	0.005	0.001
1	2.7055	3.8415	5.0239	6.6349	7.8794	10.8276
2	4.6052	5.9915	7.3778	9.2103	10.5966	13.8155
3	6.2514	7.8147	9.3484	11.3449	12.8382	16.2662
4	7.7794	9.4877	11.1433	13.2767	14.8603	18.4668
5	9.2364	11.0705	12.8325	15.0863	16.7496	20.515
6	10.6446	12.5916	14.4494	16.8119	18.5476	<u>22.4577</u>
7	12.017	14.0671	16.0128	18.4753	20.2777	24.3219

8	13.3616	15.5073	17.5345	20.0902	21.955	26.1245
9	14.6837	16.919	19.0228	21.666	23.5893	27.8772
10	15.9872	18.307	20.4832	23.2093	25.1882	29.5883
11	17.275	19.6751	21.92	24.725	26.7568	31.2641
12	18.5493	21.0261	23.3367	26.217	28.2995	32.9095
13	19.8119	22.362	24.7356	27.6882	29.8195	34.5282
14	21.0641	23.6848	26.1189	29.1412	31.3193	36.1233
15	22.3071	24.9958	27.4884	30.5779	32.8013	37.6973
16	23.5418	26.2962	28.8454	31.9999	34.2672	39.2524
17	24.769	27.5871	30.191	33.4087	35.7185	40.7902
18	25.9894	28.8693	31.5264	34.8053	37.1564	42.3124
19	27.2036	30.1435	32.8523	36.1909	38.5823	43.8202

Any case with Mahalanobis D^2 of 22.4577 and above has to be omitted and is a multivariate outlier. According to Table 4.3, the sample contains 11 outliers with a Mahalanobis Distance larger than 22.4577.

Table 4.3

Multivariate outlier detection

No	Case Number	Mahalanobis (D^2)	p-value
1	014	23.43933	.00066
2	237	24.05710	.00051
3	141	24.06175	.00051
4	037	24.38814	.00044

5	275	24.82854	.00037
6	259	26.55987	.00018
7	054	27.70494	.00011
8	170	29.01288	.00006
9	188	30.22585	.00004
10	062	31.96583	.00002
11	229	41.42674	.00000

After deleting the 11 outliers, a total of 320 data remains. The deleted cases are as mentioned above.

4.4 Assumption Testing

Following data cleaning, it is crucial to validate the statistical assumptions relevant to multivariate analysis. There are two primary reasons for conducting this assumption testing. First, the intricate relationships among numerous variables can lead to distortions and biases in the results. Second, the complexity inherent in multivariate analyses may obscure indicators of assumption violations that would be more evident in simpler univariate analyses (Hair et al., 2018). This study specifically focuses on testing for normality, which is detailed below.

4.4.1 Normality

Hair et al. (2022) recommended to examine the skewness and kurtosis in the study data to see whether they are normal. Then examined the data's normality using data cleaned of errors and data with outliers removed. To assess the data normality, this research is focused on the skewness and kurtosis statistics (Tabachnick & Fidell, 2013). The tests

for multivariate skewness and kurtosis, following Mardia's methodology, were performed, with the outcomes shown in Figure 4.1 and Table 4.4 below.

Table 4.4

Mardia's multivariate skewness and kurtosis

	b	p-value
Skewness	11.69652	0.001
Kurtosis	95.21872	0.001

Output of skewness and kurtosis calculation

Sample size: 320						
Number of variables: 8						
Univariate skewness and kurtosis						
	Skewness	SE_skew	Z_skew	Kurtosis	SE_kurt	Z_kurt
...1	0.000	0.136	0.000	-1.200	0.272	-4.416
EE	-0.350	0.136	-2.564	0.552	0.272	2.032
EL	-0.142	0.136	-1.043	-0.407	0.272	-1.497
EP	-0.282	0.136	-2.070	0.277	0.272	1.020
OS	-0.392	0.136	-2.879	0.535	0.272	1.967
PT	-0.199	0.136	-1.463	0.019	0.272	0.070
RR	-0.269	0.136	-1.976	0.354	0.272	1.304
WE	-0.491	0.136	-3.603	0.685	0.272	2.521
Mardia's multivariate skewness and kurtosis						
	b		z		p-value	
Skewness	11.69652	623.81421				0
Kurtosis	95.21872	10.76126				0

Figure 4.1

Mardia's multivariate skewness and kurtosis

The results of this study demonstrated that the data obtained is not aligned with the assumption of multivariate normality. This was confirmed by Mardia's multivariate skewness, which showed a significant value ($\beta = 11.6952$, $p < 0.01$), alongside

Mardia's multivariate kurtosis ($\beta = 95.21872$, $p < 0.01$). These insights indicate that the data strays from a normal distribution pattern. In light of this violation of the normality assumption, it is essential to turn to a non-parametric analysis approach. Therefore, utilising Smart PLS is necessary in this study.

4.5 Preparing Data for Analysis

4.5.1 Common Method Variance

Common method variance (CMV) may be an issue because the data for this study came from a single source, even though many processes were used prior to question distribution. Common method variance (CMV) denotes a systematic error variance that arises among variables assessed using the same sources or methodologies (Richardson et al., 2009). Conducting Common Method Variance (CMV) testing is a critical step in the data collection process for self-administered questionnaires. This is particularly important when both predictor and criterion variables are derived from the same individual, as it helps ensure the integrity and validity of the gathered data (Podsakoff et al., 2003). Common method variance can be reduced through procedural and statistical techniques by applying before and after data collection. The CMV is assessed through statistical methods, precisely full collinearity and Harman's single-factor test.

4.5.2 Harman's Single Factor

Harman's single-factor test serves as a crucial tool in factor analysis, helping researchers uncover whether a single factor significantly explains most of the variance among variables. This is particularly important when employing un-rotated factor analysis or principal component analysis, as highlighted by Podsakoff et al. (2003). If the findings suggest that one component dominates the variance in the data, it may

raise red flags about potential common method bias, as noted by Lin et al. (2014). To assess this, researchers can perform the Harman single-factor test through factor analysis without rotation. In this study, the results revealed a variance of 48.429%, comfortably below the critical 50% mark, suggesting that common method bias is not an issue (Chang et al., 2010). As shown in Table 4.5, no overwhelming single factor emerged from the analysis, reinforcing the conclusion that common method variance (CMV) is not a significant concern.

Table 4.5

Harman Single-Factor Test: Total Variance Explained

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared		
	Total	% of Variance	Cumulative %	Loadings		
				Total	% of Variance	Cumulative %
1	16.950	48.429	48.429	16.950	48.429	48.429
2	3.012	8.607	57.036			
3	1.693	4.836	61.871			
4	1.347	3.849	65.720			
5	1.095	3.130	68.850			
6	0.907	2.592	71.442			
7	0.755	2.158	73.600			
8	0.719	2.056	75.656			
9	0.675	1.928	77.584			
10	0.633	1.808	79.392			

11	0.583	1.666	81.059
12	0.536	1.533	82.591
13	0.503	1.438	84.029
14	0.469	1.341	85.369
15	0.432	1.233	86.603
16	0.398	1.136	87.739
17	0.380	1.087	88.825
18	0.357	1.019	89.845
19	0.332	0.950	90.794
20	0.326	0.932	91.726
21	0.307	0.878	92.604
22	0.274	0.783	93.387
23	0.272	0.777	94.165
24	0.248	0.709	94.874
25	0.233	0.666	95.539
26	0.227	0.649	96.188
27	0.217	0.619	96.807
28	0.199	0.569	97.376
29	0.180	0.514	97.889
30	0.173	0.494	98.384
31	0.166	0.474	98.857
32	0.155	0.444	99.301
33	0.137	0.392	99.694
34	0.107	0.306	100.000

Extraction Method: Principal Component

Analysis.

4.5.3 Full Collinearity

In addition, a full collinearity test was conducted to ascertain whether any constructs exhibit the variance inflation factor (VIF) values of 3.3 and higher (Kock and Lynn, 2012). The table below presents the tolerance and VIF analysis results conducted through regression analysis using SPSSv30. Table 4.6 states that tolerances ranging from 0.186 to 0.438 are markedly above 0.1, while VIF values are considerably below 10, with a range of 2.281 to 5.389. Low collinearity is indicated by tolerance values above 0.10 and VIFs below three (Hair et al., 2010; Pallant, 2010).

Table 4.6

Full Collinearity

Model	Unstandardize		Standardize		Sig.	Collinearity	
	d Coefficients		d	t		Statistics	
			Coefficients				
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.718	.343		7.928	<.001		
WE	.162	.124	.123	1.305	.193	.348	2.874
1 RR	.143	.132	.107	1.082	.280	.314	3.190
PT	.070	.121	.055	.580	.562	.346	2.893
OS	-.117	.146	-.094	-.799	.425	.221	4.528

EL	-.278	.147	-.202	-1.893	.059	.270	3.705
EE	-.177	.175	-.130	-1.008	.314	.186	5.389
EP	.269	.116	.195	2.324	.021	.438	2.281

Note: WE – Work Environment; RR – Reward and Recognition; PT – Promotion; OS – Organisational Support; EL – Ethical Leadership; EE – Employee Engagement; EP – Employee Performance

4.6 Descriptive Analysis

4.6.1 Goodness of Data

The primary data of the study was obtained through online survey questionnaires directed at Government Link Companies (“GLC”) in Malaysia. Data collection occurred over six (6) weeks, starting on 5th June 2024 and ending on 12th July 2024. A final total of 320 questionnaires were used for the research and further analysis.

4.6.2 Descriptive Analysis of Respondents

The profile of the respondents was established using the SPSSv30 software. Participants needed to indicate their gender, age, educational qualifications, job position, length of service, and race. Data was collected to provide an insight into the subjects as this may contribute to interpreting the analysis results. The demographic profile characteristics selected for this research are shown in Table 4.7 below.

Table 4.7

Demographic profile of respondents

Demographic	Frequencies	Percentage (%)
Gender		
Male	204	63.7
Female	116	36.3
Age Group		
21 - 25 years old	12	3.8
26 - 35 years old	84	26.3
36 - 45 years old	118	36.9
> 46 years old	106	33.1
Education Level		
Doctoral Degree	5	1.6
Master's Degree	46	14.4
Bachelor Degree	222	69.4
Diploma	47	14.7
Others	0	0
Job Level		
Senior Manager and Above	86	26.9
Deputy Manager – Manager	140	43.8
Jr.Exec – Sr.Exec	63	19.7
Non-Executive and	31	9.7

below

Years of Service

Less than 1 years	20	6.3
> 1 years and < 3 years	45	14.1
> 3 years and < 6 years	51	15.9
> Than 6 years	204	63.7

Ethnicity

Malay	240	75.0
Chinese	59	18.4
Indian	20	6.3
Others	1	0.3

From the total respondent most of them were male which is 63.7% (n = 204) and the rest 36.3% (n = 116) were female.

The respondent's age were classified into four categories: 3.8 % (n = 12) have an age below 25 years old, 26.3% (n = 84) have an age between 26 – 35, 36.9% (n = 118) have an age between 36 – 45 years old, and 33.1% (n = 106) have an age above 46 years old.

For the highest level of education, the highest number of respondents were degree holders with 69.4% (n = 222), followed by diploma holder with 14.7% (n = 47), masters degree holder with 14.4% (n = 46), and Ph.D holders with 1.6% (n = 5).

In terms of job level, 140 respondents (43.8%) are among the deputy manager and managers, 86 respondents (26.9%) are senior manager and above, 63 respondents

(19.7%) are among junior executive and senior executive meanwhile the others 31 respondents (9.7%) are from the non-executive and below level.

In terms of years of service, the respondent in the organisation was classified into four categories among the total population under study, 63.7% (n = 204) of the respondents have more than 6 years of service, 15.9% (n = 51) of the respondents have more than 3 years and less of 6 years of service, 14.1% (n = 45) of the respondents have more than 1 years and less 3 years of service, and 6.3% (n = 20) of the respondents have less than 1 years of service.

In terms of ethnicity, the highest number of respondents were Malays at 75.0% (n = 240), followed by Chinese at 18.4% (n = 59), Indian at 6.3% (n = 20) and Others at 0.3% (n = 1).

4.6.3 Descriptive Analysis of Instrument

Descriptive analysis, including mean, standard deviation, and variance, were calculated using IBM SPSS Statistics version 30. Table 4.8 presents the results of descriptive analysis in the study.

Table 4.8

Descriptive analysis

Constructs	Indicators	N	Min	Max	Mean	Std. Deviation
Work Environment	WE1	320	1	5	3.71	0.768
(WE)	WE2	320	1	5	3.87	0.819
Mean = 3.797	WE3	320	1	5	3.72	0.838

Std.Deviation= 0.653	WE4	320	1	5	3.91	0.771
	WE5	320	1	5	3.77	0.775
Reward and Recognition (RR) Mean = 3.514 Std.Deviation= 0.648	RR1	320	2	5	4.32	0.795
	RR2	320	1	5	3.40	0.955
	RR3	320	1	5	3.22	0.896
	RR4	320	1	5	3.34	0.831
	RR5	320	1	5	3.29	0.860
Promotion (PT) Mean=3.574 Std.Deviation= 0.675	PT1	320	2	5	4.30	0.763
	PT2	320	1	5	3.28	0.984
	PT3	320	1	5	3.09	0.975
	PT4	320	1	5	3.28	0.925
	PT5	320	1	5	3.91	0.870
Organisational Support (OS) Mean=3.562 Std.Deviation= 0.698	OS1	320	1	5	3.41	0.841
	OS2	320	1	5	3.62	0.787
	OS3	320	1	5	3.49	0.827
	OS4	320	1	5	3.68	0.886
	OS5	320	1	5	3.62	0.763
Ethical Leadership (EL) Mean=3.859	EL1	320	1	5	4.23	0.729
	EL2	320	1	5	3.75	0.838
	EL3	320	2	5	3.77	0.790

Std.Deviation= 0.627	EL4	320	1	5	3.76	0.839
	EL5	320	1	5	3.78	0.672
Employee Engagement (EE) Mean=3.651 Std.Deviation= 0.634	EE1	320	1	5	3.57	0.709
	EE2	320	1	5	3.64	0.772
	EE3	320	1	5	3.76	0.715
	EE4	320	1	5	3.74	0.866
	EE5	320	1	5	3.54	0.802
Employee Performance (EP) Mean=3.875 Std.Deviation= 0.624	EP1	320	1	5	3.67	0.824
	EP2	320	1	5	3.76	0.809
	EP3	320	2	5	4.06	0.712
	EP4	320	1	5	3.94	0.745

Among all the constructs, employee Performance (EP) recorded the highest mean of 3.875. This is followed by Ethical Leadership (EL) with a mean of 3.859, Work Environment (WE) with a mean of 3.797, Employee Engagement (EE) with a mean of 3.651, Promotion (PT) with a mean of 3.574, and Organisational Support (OS) with a mean of 3.562. The lowest mean scores are recorded by Reward and Recognition (RR), with a mean of 3.514.

4.7 Measurement Model Assessment

Smart PLS 4.0 is used to validate this study's research model (Ringle et al., 2020) 2015. This study delved into two critical models: the measurement model, which is used to assess the validity and reliability of the measurements, and the structural model, which explores the hypothesised relationships among the variables. Additionally, this study utilised the insightful two-stage analytical technique introduced by Anderson and Gerbing (1998). This study applied a bootstrapping method with a substantial 10,000 resamples to evaluate the path coefficients and loadings to ensure robust results. Notably, every construct within the research framework is a multi-item construct designed with a reflective conceptualisation, which adds depth and nuance to the findings. Measures that demonstrate inter-correlation, unidimensionality, and robust internal consistency are identified using reflective construct. The following sections delineate the processes for acquiring access to the measurement model.

4.7.1 Estimate of Loadings and Significance

The first assessment conducted is by evaluating the outer loading. As demonstrated in Table 4.8, the indicator reliability for all items exhibited acceptable values varying from 0.261 to 0.904 (Joseph Hair et al., 2019). Furthermore, according to Joseph Hair et al. (2022) the items will be deleted if all AVE values showed the threshold value greater than 0.5. As a result, PT1 with a loading of 0.261 was not deleted.

4.7.2 Indicator Reliability

The second assessment conducted is evaluating the internal consistency. It was performed using Cronbach's Alpha. The Cronbach alpha values in this research, as indicated in Table 4.8, range from 0.784 to 0.880, surpassing the 0.7 threshold

recommended by Hair et al. (2010). However, there have been debates over the validity of Cronbach's Alpha (α) as a measure of reliability. A study by Joseph Hair et al. (2017) reported Cronbach's Alpha (α) score is thought to be an underestimation of genuine reliability. As a result of this shortcoming, McNeish (2017) proposed an alternative reliability test, the Composite Reliability (CR) Index.

4.7.3 Composite Reliability

Internal consistency serves as an indicator of the reliability of results obtained from test items. This evaluation determines the degree of the proposed items for assessing a construct yield similar scores, thereby ensuring the validity of the measurement approach (Hair et al., 2017). Composite Reliability (CR) is a crucial metric that ranges from 0 to 1. It is important to note that the minimum acceptable threshold should not fall below 0.60 (Henseler et al., 2009). Ideally, a CR value of 0.70 or higher is preferred (Hair et al., 2017; Reinartz et al., 2009). Table 4.8 indicates that all constructs in this analysis exhibited composite reliability values above the minimum threshold of 0.7, ranging from 0.860 to 0.922, indicating the reliability of the measurement model and adheres to established quality standards.

4.7.4 Convergent Average Variance Extracted (AVE)

Convergent validity is a critical metric that assesses the extent to which specific indicators accurately represent the constructs they are intended to measure, particularly when evaluating different constructs (Urbach, 2010). The Average Variance Extracted (AVE) serves as a key measure for assessing convergent validity, with an AVE value exceeding 0.5 indicating that at least 50% of the variance in the designated indicators is accounted for (Hair et al., 2012; Henseler et al., 2009). This analysis calculated the AVE values using the PLS algorithm in SmartPLS 4.0 with the findings were

illustrated in Table 4.8, showing that AVE values of all constructs greater than 0.5 (Hair et al., 2012; Henseler et al., 2009). Specifically, the construct PT exhibits the lowest AVE at 0.575, followed by EP at 0.666, EE at 0.675, WE at 0.677, EL at 0.699, RR at 0.723, and OS at 0.798, indicating satisfactory convergent validity.

Table 4.9

Measurement Model

Construct	Items	Loadings	VIF	Cronbach Alpha	AVE	CR
Work Environment (WE)	WE1	0.819	2.410	0.880	0.677	0.913
	WE2	0.857	2.691			
	WE3	0.836	2.106			
	WE4	0.768	1.940			
	WE5	0.831	2.288			
Reward & Recognition (RR)	RR1	0.318	1.043	0.870	0.723	0.912
	RR2	0.810	1.860			
	RR3	0.902	3.472			
	RR4	0.907	3.526			
	RR5	0.774	1.627			
Promotion (PT)	PT1	0.296	1.199	0.784	0.575	0.860
	PT2	0.865	3.237			
	PT3	0.864	3.684			
	PT4	0.894	3.413			
	PT5	0.702	1.512			
	OS1	0.868	2.171	0.874	0.798	0.922

Organisational Support (OS)	OS2	0.900	2.359			
	OS3	0.912	2.624			
	OS4	0.821	2.155			
	OS5	0.880	2.901			
Ethical Leadership (EL)	EL1	0.593	1.261	0.848	0.699	0.900
	EL2	0.911	3.544			
	EL3	0.886	2.523			
	EL4	0.910	3.466			
	EL5	0.781	1.706			
Employee Engagement (EE)	EE1	0.832	2.234	0.879	0.675	0.912
	EE2	0.799	2.039			
	EE3	0.863	2.601			
	EE4	0.817	2.115			
	EE5	0.794	1.910			
Employee Performance (EP)	EP1	0.892	3.203	0.834	0.666	0.887
	EP2	0.889	3.161			
	EP3	0.794	2.071			
	EP4	0.669	1.727			

4.7.5 Discriminant Validity

Afterwards, this study dives into the evaluation of the model's discriminant validity, a crucial step in understanding how different constructs overlap. This study utilised established methods, including insights from Ramayah et al. (2018), to explore the relationships between these measures. This research also employed the Fornell & Larcker Criterion, cross-loading analysis, and the HTMT technique developed by

Henseler et al. (2015) to assess discriminant validity comprehensively. Using the Fornell and Larcker (1981) approach, it was found that the square roots of the Average Variance Extracted (AVE) surpass the correlation values among all the latent variables. This significant finding confirms that most of the constructs in this study are indeed distinct and satisfy the criteria for discriminant validity. Furthermore, Henseler et al. (2015) introduced the innovative Heterotrait-Monotrait (HTMT) Correlation Ratio as another method to evaluate discriminant validity. This approach relies on a predefined threshold value that must be carefully compared against the correlation figures among the various constructs.

Secondly, HTMT is defined as the "ratio of between-trait correlations to the correlation between traits (Hair et al., 2017). The HTMT values should be $< .85$ (Kline, 2011) value, or the more lenient criterion which is < 0.90 . As shown in Table 4.10, all the respective constructs complied with the HTMT.90 when using the PLS Algorithm. As a result, it is possible to conclude that the study's reliability and validity requirements have been met. The data can then be analysed further for structural measurement.

Thirdly, the cross-loadings were assessed to determine the discriminant validity. It was determined that no items needed to be excluded from the analysis. As presented in Table 4.11, the results indicate no concerns regarding discriminant validity among the remaining items. All loadings are above the threshold of 0.5, and no other indicators exhibit loadings that exceed those of the items being measured.

Table 4.10

Discriminant Validity – Fornell & Larker Criterion

	EE	EL	EP	OS	PT	RR	WE
EE	0.822						
EL	0.786	0.836					
EP	0.786	0.748	0.815				
OS	0.785	0.663	0.641	0.893			
PT	0.694	0.588	0.531	0.709	0.760		
RR	0.689	0.565	0.514	0.703	0.787	0.850	
WE	0.754	0.696	0.704	0.690	0.601	0.617	0.823

Table 4.11

Discriminant Validity – HTMT

	EE	EL	EP	OS	PT	RR	WE
EE							
EL	0.893						
EP	0.870	0.855					
OS	0.893	0.752	0.721				
PT	0.824	0.736	0.652	0.827			
RR	0.788	0.639	0.564	0.803	0.896		
WE	0.853	0.803	0.802	0.783	0.725	0.699	

Note: Item EL5, OS4, OS5 and RR1 have been deleted due to HTMT

Table 4.12

Discriminant Validity – Cross Loading

	EE	EL	EP	OS	PT	RR	WE
EE1	0.832	0.599	0.575	0.700	0.624	0.637	0.593
EE2	0.799	0.582	0.602	0.662	0.618	0.579	0.649
EE3	0.863	0.687	0.660	0.662	0.576	0.547	0.685
EE4	0.817	0.754	0.693	0.630	0.498	0.499	0.613
EE5	0.795	0.596	0.691	0.575	0.541	0.577	0.555
EL1	0.401	0.583	0.441	0.326	0.346	0.241	0.416
EL2	0.721	0.913	0.678	0.593	0.520	0.521	0.635
EL3	0.703	0.888	0.649	0.631	0.559	0.520	0.619
EL4	0.741	0.912	0.699	0.608	0.516	0.542	0.628
EP1	0.783	0.707	0.902	0.599	0.528	0.530	0.639
EP2	0.757	0.720	0.897	0.620	0.526	0.539	0.656
EP3	0.528	0.537	0.781	0.458	0.312	0.267	0.551
EP4	0.371	0.389	0.654	0.344	0.287	0.228	0.400
OS1	0.629	0.515	0.507	0.868	0.599	0.583	0.554
OS2	0.741	0.628	0.605	0.900	0.612	0.627	0.645
OS3	0.726	0.624	0.599	0.911	0.687	0.670	0.644
PT1	0.192	0.252	0.254	0.130	0.261	0.057	0.223
PT2	0.547	0.435	0.378	0.613	0.876	0.671	0.447

PT3	0.559	0.461	0.400	0.607	0.877	0.744	0.485
PT4	0.661	0.514	0.468	0.675	0.904	0.785	0.536
PT5	0.539	0.525	0.493	0.483	0.680	0.460	0.520
RR2	0.516	0.460	0.441	0.536	0.577	0.804	0.479
RR3	0.618	0.512	0.464	0.616	0.720	0.902	0.555
RR4	0.645	0.530	0.440	0.653	0.728	0.910	0.581
RR5	0.554	0.414	0.405	0.577	0.636	0.775	0.474
WE1	0.652	0.565	0.561	0.624	0.542	0.605	0.824
WE2	0.628	0.599	0.606	0.568	0.486	0.499	0.857
WE3	0.670	0.576	0.611	0.571	0.531	0.525	0.837
WE4	0.556	0.565	0.538	0.518	0.423	0.397	0.765
WE5	0.583	0.558	0.577	0.554	0.481	0.495	0.828

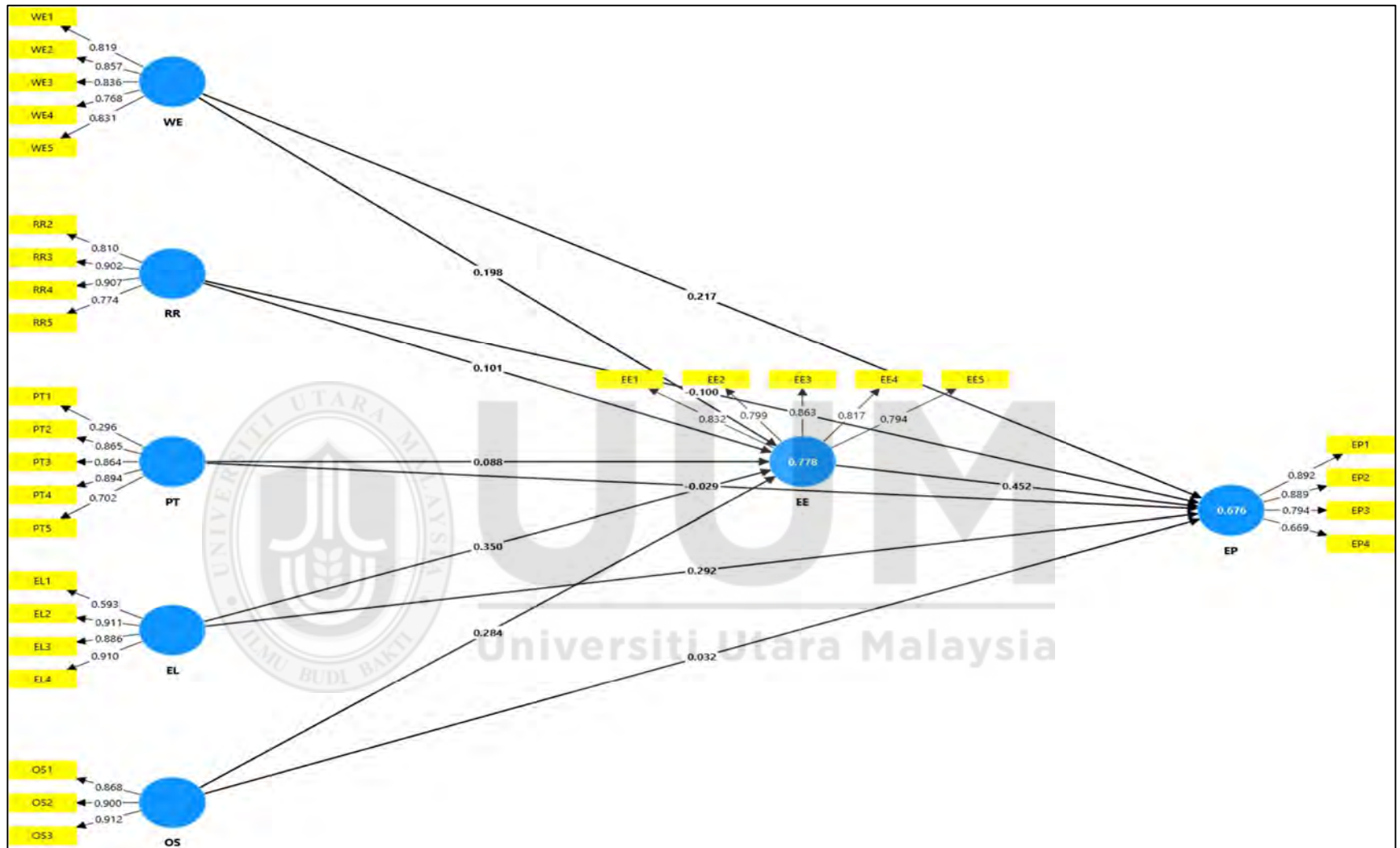


Figure 4.2
Measurement Model

4.8 Structural Model Assessment

The evaluation of the structural model is performed after the completion of the measurement model. The structural model aims to ascertain its capacity to forecast one or more target constructs (Hair et al., 2017).

4.8.1 Direct Relationships

Bootstrapping is a nonparametric Partial Least Squares (PLS) test that generates repeated random samples from the original dataset with replacement. This technique is utilized to create bootstrap samples, which aid in calculating standard errors for hypothesis testing (Ngah et al., 2020). In this study, the researcher assessed the hypotheses through the bootstrapping procedure by examining each path relationship within the model. For the structural model, which involved resampling 10,000 times, path coefficients, standard errors, and t-values are recommended to exceed 1.645, while p-values should be below 0.01. These criteria for the bootstrapping method are established by Joseph Hair et al. (2019) (Ramayah et al., 2018). Table 4.13 presents a summary of the criteria employed to evaluate the proposed hypotheses.

Table 4.13

Hypothesis Testing Direct Effects

Hypothesis	Relationship	Beta	Std Error	T Values	P Values	BCI LL	BCI UL	VIF	F ²	R ²	Decision
H1	WE → EP	0.217	0.061	3.578	0.001	0.118	0.316	2.642	0.055		Supported
H2	RR → EP	0.100	0.059	1.696	0.045	-0.196	-0.003	2.993	0.010		Supported
H3	PT → EP	0.029	0.062	0.469	0.319	-0.132	0.071	3.034	0.001	0.670	Not Supported
H4	OS → EP	0.032	0.069	0.464	0.321	-0.083	0.144	3.234	0.001		Not Supported
H5	EL → EP	0.292	0.064	4.574	0.001	0.190	0.400	2.819	0.093		Supported
H11	EE → EP	0.452	0.078	5.785	0.001	0.322	0.581	4.505	0.140		Supported
H6	WE → EE	0.198	0.047	4.171	0.001	0.119	0.275	2.466	0.071		Supported
H7	RR → EE	0.101	0.051	1.987	0.023	0.018	0.186	2.947	0.016		Supported
H8	PT → EE	0.088	0.054	1.638	0.051	-0.004	0.173	2.999	0.012	0.775	Not Supported
H9	OS → EE	0.284	0.050	5.733	0.001	0.204	0.365	2.870	0.127		Supported
H10	EL → EE	0.350	0.045	7.810	0.001	0.276	0.423	2.266	0.244		Supported

*:p<0.1; **:p<0.05;***:p<0.01

Note: This study use a 95% confidence interval with a bootstrapping of 10,000.

Firstly, the analysis of the five predictors on EP revealed an R^2 value of 0.670, indicating that these predictors explained 67% of the variance in EP. The predictors WE ($\beta = 0.217$, $p < 0.01$), RR ($\beta = -0.100$, $p < 0.01$), and EL ($\beta = 0.292$, $p < 0.01$) showed positive relationships with EP, supporting hypotheses H1, H2, and H5. However, PT ($\beta = 0.029$, $p < 0.01$) and OS ($\beta = 0.032$, $p < 0.01$) demonstrated no association with EP. Thus, hypotheses H3 and H4 were not supported.

Secondly, the effect of EE on EP was tested. A positive correlation is observed between EE ($\beta = 0.452$, $p < 0.01$) and EP. Thus, the hypothesis of these findings supports H11.

Thirdly, the analysis of the five predictors' impact on EE revealed an R^2 value of 0.775, indicating that these predictors explained for 77.5% of the variance in EE. WE ($\beta = 0.198$, $p < 0.01$), RR ($\beta = 0.101$, $p < 0.01$), OS ($\beta = 0.284$, $p < 0.01$), and EL ($\beta = 0.350$, $p < 0.01$) demonstrated positive relationships with EE, thus supporting H6, H7, H9 and H10. However, there is no significant relationship between PT ($\beta = 0.088$, $p < 0.01$) and EE, leading to the conclusion that H8 is not supported.

4.8.2 Mediation Effect

The mediation hypotheses were tested using the bootstrapping method, as suggested by Preacher and Hayes (2004). Utilising path coefficients, standard errors, t-values exceeding 1.645, and p-values below 0.05. A confidence interval that does not include 0 indicates significant mediation. Table 4.14 indicates that $WE \rightarrow EE \rightarrow EP$ ($\beta = 0.089$, $p < 0.01$), $RR \rightarrow EE \rightarrow EP$ ($\beta = 0.046$, $p < 0.01$), $OS \rightarrow EE \rightarrow EP$ ($\beta = 0.128$, $p > 0.01$), and $EL \rightarrow EE \rightarrow EP$ ($\beta = 0.158$, $p < 0.01$) are all statistically significant. The corrected confidence intervals were 97.5% and did not include any intervals that crossed zero, thereby corroborating the findings. Consequently, H12, H13, H15, and H16 received support. However, there is no significant relationship $PT \rightarrow EE \rightarrow EP$ ($\beta = 0.040$, $p < 0.01$) with EP, thus H14 is not supported.

Table 4.14

Hypothesis Testing Indirect Effects

Hypothesis	Relationship	Beta	Std Error	T Values	P Values	LL	UL	Decision
H12	WE → EE → EP	0.089	0.026	3.396	0.001	0.052	0.139	Supported
H13	RR → EE → EP	0.046	0.025	1.801	0.036	0.010	0.095	Supported
H14	PT → EE → EP	0.040	0.025	1.619	0.053	0.002	0.084	Not supported
H15	OS → EE → EP	0.128	0.033	3.840	0.001	0.080	0.192	Supported
H16	EL → EE → EP	0.158	0.033	4.791	0.001	0.110	0.220	Supported

4.8.3 Assessment of PLSpredict

PLSpredict is an innovative approach that leverages a holdout sample to create detailed predictions at the item and construct levels (Shmueli et al., 2019). This method effectively assesses predictive relevance, especially when using a 10-fold procedure. Shmueli et al. (2019) noted that a key indicator of strong predictive power lies in the presence of lower item differences (PLS-LM), highlighting its effectiveness in generating reliable insights. If all values are elevated, predictive relevance remains unverified. Lower values generally indicate moderate predictive power, whereas a minority reflects low predictive power. Table 4.15 demonstrates that the PLS model yields lower error rates than the LM model. This observation suggests that the PLS model possesses a medium level of predictive power.

Table 4.15

PLSpredict MV Summary

Item	PLS RMSE	LM RMSE	PLS – LM	Q ² _predict	Decision
EP1	0.569	0.578	-0.009	0.524	High
EP2	0.543	0.560	-0.017	0.551	
EP3	0.580	0.579	0.001	0.341	
EP4	0.683	0.694	-0.011	0.162	
EE1	0.490	0.494	-0.004	0.523	Medium
EE2	0.543	0.530	0.013	0.506	
EE3	0.470	0.490	-0.020	0.568	
EE4	0.583	0.575	0.008	0.547	
EE5	0.605	0.619	-0.014	0.432	

4.8.4 Summary of Hypotheses Testing

Table 4.16 presents a summary of the hypothesised relationships under investigation in this study, along with the results derived from various statistical methods employed in the analysis.

Table 4.16

Summary of Testing of Hypotheses

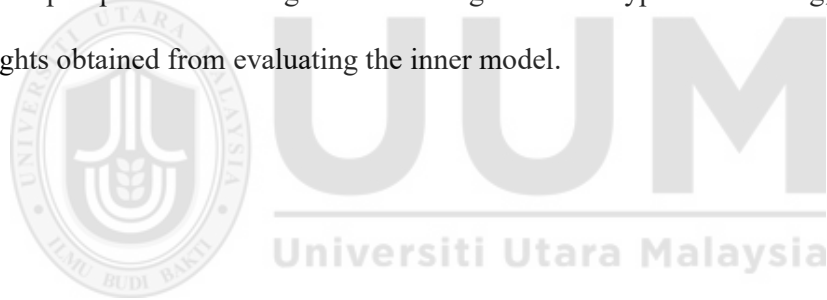
Research Question	Hypotheses	Statement of Hypotheses	Decision
RQ1	H1	Work environment has a significant positive relationship with employee performance in Malaysian government linked companies	Supported
	H2	Reward and recognition have a significant positive relationship with employee performance in Malaysian government linked companies	Supported
	H3	Promotion opportunities have a significant positive relationship with employee performance in Malaysian government linked companies	Not Supported
	H4	Organisational support has a significant positive relationship with employee performance in Malaysian government linked companies	Supported

	H5	Ethical leadership has a significant positive relationship with employee performance in Malaysian government linked companies	Supported
	H6	There is a significant relationship between Work Environment towards employee engagement in Malaysian government linked companies	Supported
	H7	There is a significant relationship between reward and recognition towards employee engagement in Malaysian government linked companies	Supported
RQ2	H8	There is a significant relationship between promotion towards employee engagement in Malaysian government linked companies	Not Supported
	H9	There is a significant relationship between organisation support towards employee engagement in Malaysian government linked companies	Supported
	H10	There is a significant relationship between ethical leadership towards employee engagement in Malaysian government linked companies.	Supported

RQ3	H11	Employee engagement has a significant positive relationship with employee performance in Malaysian government linked companies	Supported
	H12	Employee engagement mediates the relationship between work environment and employee performance in Malaysian government linked companies	Supported
RQ4	H13	Employee engagement mediates the relationship between reward and recognition and employee performance in Malaysian government linked companies	Supported
	H14	Employee engagement mediates the relationship between promotion opportunities and employee performance in Malaysian government linked companies	Not Supported
	H15	Employee engagement mediates the relationship between organisational support and employee performance in Malaysian government linked companies	Supported
	H16	Employee engagement mediates the relationship between ethical leadership and employee performance in Malaysian government linked companies	Supported

4.9 Conclusion

This chapter delved into the quantitative statistical analysis, focusing on data gathered from online surveys distributed among employees GLC in Malaysia. This analysis was initiated by examining the response rates, providing a solid foundation for this study's findings. Next, this chapter meticulously screened the data through key procedures, including missing value analysis, outlier analysis, normality analysis, and multicollinearity analysis. This step was essential for guaranteeing the accuracy and dependability of the results. This chapter then offered a detailed descriptive analysis of the respondents, setting the phase for a deeper exploration of the Path Model, Measurement Model, and Structural Model using PLS-SEM. To conclude the analysis, this chapter presented the significant findings from the hypothesis testing, highlighting insights obtained from evaluating the inner model.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter summarizes the previous chapters to provide a general discussion of the empirical findings in light of the study's research objectives, hypotheses and research framework. Then, the chapter offers a comprehensive conclusion on the findings and the contribution expected from the study. Finally, this chapter bring out some points on the limitations and recommendations for further study in the future.

5.2 Discussion of Findings

This research presents empirical evidence from a literature review and field research, employing a survey to gather quantitative data. The study outlines four objectives that align with the research questions from the problem statement in earlier chapters. This relationship offers opportunities to improve the performance of GLC employees. The relationships were analysed empirically through direct and indirect methods, incorporating intervening and mediating variables. Understanding the correlation between motivational factors, employee engagement, and employee performance is essential for creating a conducive working environment in Malaysian GLCs. Examining the factors influencing the workforce in Government-Linked Companies (GLCs) is crucial for ensuring sustainable growth and development in the Malaysian economy. This discussion aims at unraveling the particulars of incentive influences on employee engagement and performance, highlighting the implications for GLCs, and furnishing organisational leaders and policymakers with some insights in the process.

5.3 Summary of Results

This section presents a detailed analysis of the hypothesised relationships among the study variables, grounded in the research hypotheses and PLS-SEM path modelling.

5.3.1 Relationship between Motivational Factors and Employee Performance

Research Objective 1: To investigate the relationship of between motivational factors (work environment, reward and recognition, promotion, organisational support, ethical leadership) and employee performance in selected Malaysian GLCs.

H1: Work environment has a significant positive relationship with employee performance in Malaysian government linked companies.

H2: Reward and recognition have a significant positive relationship with employee performance in Malaysian government linked companies.

H3: Promotion opportunities have a significant positive relationship with employee performance in Malaysian government linked companies.

H4: Organisational support has a significant positive relationship with employee performance in Malaysian government linked companies.

H5: Ethical leadership has a significant positive relationship with employee performance in Malaysian government linked companies.

Research objective 1 investigated the relationship of between motivational factors (work environment, reward and recognition, promotion, organisational support, ethical leadership) and employee performance in selected Malaysian GLCs. Hence, this section discuss each motivational factor separately in relation to employee performance to clearly comprehend which specific motivational factors are the most important factors of Employee Performance. This study establishes and evaluates five

direct and positive hypotheses regarding the correlations between employee performance and motivational factors.

5.3.1.1 Work Environment toward Employee Performance

This investigation demonstrated that Employee Performance (EP) is significantly and positively affected by the Work Environment (WE). The findings suggested that WE are a significant predictor of EP, notably among employees in GLCs. The significant effect further enhanced the positive beta exerted by the WE. Statistically, any 1% increase in WE would increase EP by 0.217%. Zhou et al. (2019), revealed the positive role of physical workspace design on employee productivity. It is stated that open office layouts can both enhance and hinder communication and focus depending on job roles and increase their performance. Mwangi & Waithaka (2022), discovered that a positive work environment enhances employees' commitment, reduces workplace stress, and boosts their achievement-striving behaviour. Employees perform better when they feel physically and emotionally supported. According to Chen&Hsu(2023), a collaborative and inclusive workplace culture increases productivity, improves task efficiency, and fosters innovation. The robust statistical support for the impact of the work environment on respondents' perceptions accentuates the need for organisations to prioritize and invest in initiatives aimed at fostering a workplace culture that is not only positive but also conducive to the well-being and satisfaction of its employees (Pradhan, & Jena, 2017). The implications of these results go beyond statistical significance, resonating with practical and actionable insights for organisations striving to enhance employee experience and overall workplace effectiveness. As a result, the proposed hypothesis (H1) is accepted, and the literature presented in the antecedent chapters and the data support the conclusion that WE has a positive impact on EP.

5.3.1.2 Reward and Recognition toward Employee Performance

This study highlights a notable positive correlation between Reward and Recognition (RR) and Employee Performance (EP). The results demonstrate that RR significantly predicts EP among GLC employees. The significant effect further enhanced the positive beta exerted by the RR. Statistically, any 1% increase in RR would increase EP by 0.100%. The demographic of respondents in this study shows that 72.14% of the employees has work with the company more than 6 years. This shown that they are mature and ready to be rewarded based on their performance. As a result, the RR help to motivate their performance in the organisation. S. M. Sajjad, M. A. Ghazanfar, and S. Ramzan (2021) found that intrinsic rewards (such as recognition and appreciation) and extrinsic rewards (such as monetary incentives) significantly enhance employee motivation and performance. The research emphasizes that a balanced reward system is crucial for sustaining high levels of employee productivity. Wang, Liu, and Zhu (2022) stated that employee recognition positively influences task performance and organisational citizenship behaviour, and drive a better performance. Ali and Rehman (2022), indicates that well-structured incentive systems enhance job performance and organisational commitment. The study also noted that the efficacy of incentives can fluctuate based on the business cycle, which implies that organisations should customise their reward strategies accordingly. Therefore, the suggested hypothesis (H2) is accepted since it is feasible to conclude that RR has a favourable impact on EP based on the data and the literature discussed in the previous chapters.

5.3.1.3 Promotion toward Employee Performance

This study highlights a notable negative correlation between Promotion (PT) and Employee Performance (EP), as indicated PT ($\beta = 0.029$, $p < 0.01$). The statistical analysis provide insufficient evidence to reject the hypothesis (H3). This result suggests that PT may not emerge as a significant driver of employee performance. Delving into the descriptive statistics, a nuanced picture unfolds, revealing a diverse range of responses from participants. This variability in responses indicates a more mixed sentiment among employees regarding the effectiveness of the promotion system under investigation. It is crucial to interpret these findings in the broader context of organisational dynamics, considering potential influencing factors that could contribute to this diverse range of responses (Shih et al., 2019). Further exploration and analysis may be necessary to uncover the underlying intricacies of employee perceptions and the role of the promotion within the organisational framework. In line with Shih et al. (2019), this discrepancy may stem from a mismatch between organisational promotion policies and employee expectations. If promotion opportunities are scarce, unclear, or not effectively communicated, employees may feel discouraged or undervalued, which in turn affects their performance. Additionally, in hierarchical or bureaucratic settings such as GLCs, promotion pathways may be limited or rigid, contributing to a lack of upward mobility and perceived career stagnation.

This result highlights the complex and potentially context-specific nature of promotion systems, especially in semi-government organisations. While promotion is traditionally considered a motivational tool, its ineffectiveness or mismanagement can

lead to negative outcomes, including lower performance and reduced organisational commitment. Therefore, organisations must re-evaluate the clarity, fairness, and communication of their promotion criteria and processes.

In conclusion, this finding underscores the importance of not assuming a universally positive relationship between promotions and performance. Instead, organisations must acknowledge and address the perceptual and structural issues surrounding promotions to ensure they serve as genuine motivators. Future qualitative research could help unpack employee narratives and identify specific shortcomings within the promotion systems that might be diminishing their intended motivational effects.

5.3.1.4 Organisational Support toward Employee Performance

This study highlights a notable negative correlation between Organisational Support (OS) and Employee Performance (EP), with calculated OS ($\beta = 0.032$, $p < 0.01$). This result shows no significant linkage to EP, which leads to rejecting hypothesis H4. This result indicates that the employee performance in this study may not directly influenced by receiving support by the organisation, suggesting it lacks a statistically significant impact. However, delving into the descriptive illuminates a nuanced picture, showcasing a broad spectrum of responses among participants. This variance implies that individual experiences with organisational support differ widely, with some employees expressing a notably robust sense of support, while others may not perceive such a pronounced impact (Pangastuti et al., 2020). The non-significant p-value (> 0.05) should not be construed as an absolute dismissal of organisational support's potential effects but rather highlights the considerable variability in how it is perceived among the study participants.

5.3.1.5 Ethical Leadership towards Employee Performance

This study highlights a notable positive relationship between Ethical Leadership (EL) and Employee Performance (EP). The results suggest that emotional intelligence is a significant predictor of employee performance, especially among employees in government-linked companies. The significant effect further enhanced the positive beta exerted by the EL. A comprehensive analysis of descriptive reveals a noteworthy consensus among respondents, with the majority expressing agreement or strong agreement with affirmative statements pertaining to EL. This consensus not only accentuates the salience of ethical leadership within the organisational framework but also underscores its resonance among those contributing to the study. The prevailing trend of agreement among participants serves as a compelling testament to the widespread acknowledgment of the positive attributes associated with ethical leadership (Mohd Yussof et al., 2019). The resonance of positive sentiments regarding ethical leadership suggests that fostering an environment characterized by principled conduct and moral fortitude is not only valued but also considered integral to the overall well-being and effectiveness of the organisation. In light of the statistical significance conferred by the p-value of .001, it becomes increasingly apparent that EL is not merely a theoretical construct but a tangible and impactful force within the organisational fabric. These results emphasize the need for organisations to prioritize the cultivation of EL qualities and practices, recognizing them as cornerstones for sustained success and positive organisational outcomes. Therefore, the hypotheses (H5) is supported.

5.3.2 Relationship between Motivational Factors and Employee Engagement

Research Objective 2: To investigate the relationship between motivational factors (work environment, reward and recognition, promotion, organisational support, ethical leadership) and employee engagement in selected Malaysian GLCs.

H6: Work environment has a significant positive relationship with employee engagement in Malaysian government linked companies.

H7: Reward and recognition have a significant positive relationship with employee engagement in Malaysian government linked companies.

H8: Promotion opportunities have a significant positive relationship with employee engagement in Malaysian government linked companies.

H9: Organisational support has a significant positive relationship with employee engagement in Malaysian government linked companies.

H10: Ethical leadership has a significant positive relationship with employee engagement in Malaysian government linked companies.

Research objective 2 focused on the investigation on how Motivational Factors affecting towards Employee Engagement. Five direct and positive hypotheses on the relationship between the motivational factors and employee engagement were developed and tested.

5.3.2.1 Work Environment towards Employee Engagement

This study highlights a notable positive relationship between Work Environment (WE) and Employee Engagement (EE). The significant effect increased the positive beta effect of the WE on EE. The finding is supported with the previous studies. Mwangi and Waithaka (2022) asserted that a positive work environment highly improved

employee commitment and achievement-striving ability, contributing higher employee engagement and dedication. Adikaram and Rupasena (2024) identified that workspace and functional flexibility positively influences employee engagement. Providing employees with flexible work arrangements enhances their engagement levels. The study by Zhang and Liu (2023) has identified that work environment that supports digital transformation initiatives can enhance employee engagement. The proposed hypothesis (H6) is accepted, which is in line with previous literature, stating that positive and supportive work environment is important in enhancing employee engagement.

5.3.2.2 Reward and Recognition towards Employee Engagement

This study highlights a notable positive relationship between Reward and Recognition (RR) and Employee Engagement (EE), demonstrating RR is a significant predictor for EE, especially among employees in GLCs. The substantial effect further amplified the positive beta influenced by the RR. Previous studies corroborate the findings. Sadilla and Wahyuningtyas (2023) indicated that giving reward and recognition significantly improves employee engagement. An effectively executed reward and recognition system increases employee motivation and commitment. Zhang and Liu (2023) argued that witnessing employee recognition can trigger cognitive and behavioural reaction in bystanders, leading to increased perceptions of organisational justice and workplace wellbeing, which in turn enhance their own work engagement. According to Khan and Iqbal (2021), reward and recognition, along with other factors like employee participation and performance feedback, significantly influence employee engagement. A comprehensive approach that includes these elements can lead to

higher levels of engagements. Therefore, the proposed hypothesis (H7) is accepted, as is in line with the above studies and the data, emphasising the significant impact of reward and recognition enhance the employee engagement.

5.3.2.3 Promotion towards Employee Engagement

A negative relationship was observed between Promotion (PT) and Employee Engagement (EE), indicating that promotion, while traditionally perceived as a motivator, may have adverse effects on engagement if not implemented effectively. This finding suggests that promotion alone does not guarantee higher engagement levels among employees, particularly if the process is perceived as unfair, opaque, or misaligned with performance expectations. When employees view promotion decisions as biased or politically driven, it can erode trust in management and diminish their emotional and psychological commitment to the organisation. Moreover, being promoted without adequate role preparation, training, or support systems can leave employees feeling overwhelmed, under-equipped, and stressed which may reducing their engagement at work. Increased responsibilities without corresponding empowerment or resources may foster job dissatisfaction, burnout, or even disengagement from the role. Furthermore, promotions may inadvertently disrupt team dynamics, creating tension among peers, fostering unhealthy competition, or generating resentment among those who feel overlooked or underappreciated.

This complex dynamic underscores that promotion must be part of a well-managed career development strategy, supported by clear communication, fair criteria, and ongoing support post-promotion. In the absence of these elements, promotion can act

as a demotivating factor, particularly in structured environments like GLCs where career progression may be highly scrutinised. In light of these results, the proposed Hypothesis 8 (H8), which posited a positive relationship between promotion and employee engagement is rejected. This finding calls for a re-examination of promotion practices within the organisation, ensuring they are transparent, merit-based, and supported by developmental resources to foster genuine engagement and long-term performance.

5.3.2.4 Organisation Support towards Employee Engagement

A notable positive relationship is observed between Organisation Support (OS) and Employee Engagement (EE), demonstrating that OS is a significant predictor for EE, particularly among employees in GLCs. The substantial effect further amplified the positive beta associated with the OS. The finding is corroborated by previous studies. J. Lee and S. H. Lee (2023) assert that organisational and supervisory support directly influence employee engagement, irrespective of employees' work arrangements during the pandemic. Supportive environments correlated with increased employee engagement levels. The research conducted by Gupta & Singh (2023), Wang & Hsu (2021), Smith & Brown (2024), and Karatepe & Haradas (2022) collectively underscore the perceived organisational support is crucial role in improving employee engagement across diverse sectors and contexts. In conclusion, the literature review and data indicate that OS positively influences EE, thereby supporting the acceptance of the proposed hypothesis (H9).

5.3.2.5 Ethical Leadership toward Employee Engagement

This study highlights a positive relationship between Ethical Leadership (EL) and Employee Engagement (EE). The significant effect increased the positive beta effect of the EL on EE. The finding is supported with the previous studies. According to Khan, Mubarak & Islam (2021), employee engagement improved with the presence of ethical leadership in the organisation. Ethical leaders enhance employee's belief in their capabilities and commitment in the organisation, leading to increased level of engagement. Setiawan, Riyanto & Prasetyo (2020) indicated that ethical leadership significantly affects employees work engagement, which further enhances job performance and organisational commitment. Ethical leaders foster an environment that promotes active employee participation and dedication. Previous finding from Shamsudin (2023), Zhang & Tu (2023) and Rego, Cunha (2020) collectively highlighted the ethical leadership plays important role in enhancing employee engagement. Thus, it is can be concluded that EL has a positive effect on EE and the proposed hypothesis (H10) is accepted, as it is in line with the literature presented in the preceding chapters and the data.

5.3.3 Relationship between Employee Engagement and Employee Performance

Research objective 3: To investigate the relationship between employee engagement and employee performance in selected Malaysian GLCs.

H11: Employee engagement has a significant positive relationship with employee performance in Malaysian government linked companies.

Research objective 3 emphasised on the positive relationship between Employee Engagement (EE) and Employee Performance (EP). This research develops and tests

one direct and positive hypothesis about the relationships between EE and EP. These investigation results indicate that EE has a positive and significant relationship with EP, therefore, stating that EE is a significant predictor of EP among the GLC's employees. The significant effect increased the positive beta effect of the EE on EP. Statistically, a 1% increase in EE results in a 0.428% increase in EP. Results also shows that EE strongly predicts EP ($B=.428$).

Relevant studies have demonstrated a significant contribution of employee engagement on individual performance (Bakker & Bal, 2010; Demerouti & Cropanzano, 2010). Engaged employees demonstrated a lot of hard work on their task due to their connection with it (Ohemeng et al., 2019). Gupte et al. (2015) indicated that employee performance improved among employee with high engagement value. Karatepe (2013) found that employee engagement can enhance individual performance. Therefore, it can be concluded that EE positively influences EP, thereby supporting the proposed hypothesis (H11). This also in line with the literature reviewed in the preceding chapters and the data.

5.3.4 The Mediating Effect of Employee Engagement

Research Objective 4 : To investigate the mediating effect of employee engagement on the relationship between motivational factors (work environment, reward & recognition, promotion, organisation support, ethical leadership) and employee performance in selected Malaysian GLCs.

H12: Employee engagement mediates the relationship between work environment and employee performance in Malaysian government linked companies.

H13: Employee engagement mediates the relationship between reward and recognition and employee performance in Malaysian government linked companies.

H14: Employee engagement mediates the relationship between promotion opportunities and employee performance in Malaysian government linked companies.

H15: Employee engagement mediates the relationship between organisational support and employee performance in Malaysian government linked companies.

H16: Employee engagement mediates the relationship between ethical leadership and employee performance in Malaysian government linked companies.

This section discusses the significant contribution of Employee Engagement (EE) as a significant mediator in the improving relationship between Motivation Factor (Work Environment (WE), Reward & Recognition (RR), Promotion (PT), Organisation Support (OS), Ethical Leadership (EL)) and Employee Performance (EP). In accordance with the fourth research objective, the researcher also needs to determine whether EE can mediate the relationship between all the five motivation factors and EP. This section discusses all the hypothesis relationship that need to be tested to ascertain EE as the mediator variable on EP. The significance of the mediating effect was assessed using the bootstrapping method, which involved using 10,000 bootstrap resamples and bias-corrected confidence intervals (Preacher & Hayes, 2008).

5.3.4.1 Employee Engagement mediates the relationship between Work Environment and Employee Performance

The results of this study demonstrate that Employee Engagement (EE) significant mediates the relationship between Work Environment (WE) and Employee

Performance (EP). The evidence suggests that EE indirectly influences the connection between WE and EP. Thus, based on this finding, hypotheses (H12) were approved and supported. The result of H12 further demonstrates that GLC's should use WE in the organisation to enhance the EP through EE. This provides better result to the GLCs and better employee performance which help GLCs to improve their business and Malaysia economic growth. They often feel obligated to reciprocate these benefits in a meaningful way after receiving economic and socio-emotional resources from their organisation (Cropanzano & Mitchellm 2005). According to Sari & Putra (2024), motivation improves employee performance with employee engagement and a green work environment acting as mediators. Motivated employees in supportive and environmentally friendly workplaces exhibit higher engagement and performance levels.

5.3.4.2 Employee Engagement mediates the relationship between Reward and Recognition and Employee Performance

This study's findings indicate that Employee Engagement (EE) serves as a mediator in the relationship between Reward and Recognition (RR) and Employee Performance (EP). These findings suggest that EE shows a substantial indirect or mediating effect on the relationship between RR and EP. Consequently, this finding bolsters hypothesis H13 and is consistent with the existing literature. Rahmawati and Handyani (2021) found that employee engagement is crucial mediator between rewards and performance. Their research indicates that an effectively structured reward system enhances employee engagement and motivation, improving performance. Furthermore, Kurniawan and Dewi (2020) propose that job engagement is a partial

mediator in these relationships, suggesting that rewards and recognition foster engagement and lead to better performance and increased citizenship behaviours.

5.3.4.3 Employee Engagement mediates the relationship between Promotion and Employee Performance

The findings of this study suggest that Employee Engagement (EE) does not play a significant mediating role in the relationship between Promotion (PT) and Employee Performance (EP). The mediation analysis demonstrated that the indirect effect of promotion on performance through employee engagement was not statistically significant. This indicates that even when employees are promoted, it does not necessarily lead to higher levels of engagement that translate into improved performance outcomes. One possible explanation for this result is that promotion, in the absence of other supportive organisational factors, may not sufficiently enhance employee engagement. If the promotion process is perceived as unclear, unfair, or lacking in developmental support, it may fail to energize employees or foster a deeper commitment to their roles. Moreover, promotions that lead to increased responsibilities without corresponding increases in autonomy, recognition, or training may actually hinder engagement. This outcome highlights the complexity of the promotion-engagement-performance dynamic, particularly within structured and hierarchical environments such as Malaysian GLCs. It underscores the need for organisations to view promotions not merely as rewards, but as part of a holistic employee development and engagement strategy.

Based on the empirical evidence obtained, the proposed Hypothesis 14 (H14) which postulated that employee engagement mediates the relationship between promotion and employee performance, therefore has been rejected. This finding calls for further investigation into alternative mediating factors or organisational mechanisms that may better explain how promotions influence employee performance.

5.3.4.4 Employee Engagement mediates the relationship between Organisation Support and Employee Performance

The findings of this study reveal that Employee Engagement (EE) mediates the relationship between Organisation Support (OS) and Employee Performance (EP). The finding indicate that EE has a significant mediating or indirect impact on the relationship between OS and EP. Thus, based on this finding, hypotheses (H15) were approved and supported. This also be supported with the previous literature review. According to Rahmawati & Lestari (2023), organisational support significantly influences employee performance, with employee engagement serving as mediator. Improving organisational support boosts employee engagement, which in turn enhances performance. According to Khan and Rehman (2022), work engagement acts as a mediator in the promoting positive relationship between perceived organisational support and job performance. Employees who perceive a high level of organisational support tend to demonstrate greater engagement in their work. This heightened engagement often leads to improved job performance.

5.3.4.5 Employee Engagement mediates the relationship between Ethical Leadership and Employee Performance

The findings of this study illustrate a compelling relationship between Employee Engagement (EE) and Ethical Leadership (EL), highlighting the interplay between these factors in enhancing Employee Performance (EP). In environments where leaders exemplify strong ethical values, employees are motivated and deeply engaged in their work. This engagement is a pivotal mediator in the relationship between ethical leadership and performance outcomes, thereby supporting the hypothesis H16. This finding is supported by existing research, such as the study conducted by Nugroho and Wijaya (2021), which emphasised the significant role of professional engagement as a mediator between ethical leadership and employee performance. The evidence suggests that when leaders exhibit ethical behaviour, employees are inspired to enhance their engagement levels, resulting in improved performance. Kurniawan and Dewi (2019) underscore the significant role of employee engagement as a complete mediator within this dynamic framework. The relationship is evident: when ethical leadership is cultivated, there is a corresponding increase in employee engagement, ultimately enhancing overall performance.

5.4 Theoretical Contribution

This study holds significant theoretical implications on the evaluation of Employee Performance, particularly in relation to GLCs in Malaysia. The empirical data presented in this study supports the theoretical relationships hypotheses in the research framework. As with previous studies, this study provides vital insights to scholars and academics on the area of Employee Performance in Malaysia GLCs. This study

employed an empirical framework to evaluate the relationship between Work Environment, Reward & Recognition, Promotion, Organisation Support, and Ethical Leadership with Employee Performance. Additionally, this study explored the role of Employee Engagement as mediator between both independent and dependent variables. This research is predicted to be quite beneficial for scholars interested in learning more about employee performance and its impact on GLCs performance, particularly in Malaysia.

5.4.1 Herzberg Two Factor Theory

Herzberg's Two-Factor Theory distinguishes between hygiene factors and motivators, indicating that satisfaction and dissatisfaction stem from different sources. Table 4.8 presents that Employee Performance (EP) showed the highest average at 3.875 among all measured constructs. The following scores are recorded: Ethical Leadership (EL) has an average of 3.859, Work Environment (WE) has an average of 3.797, Employee Engagement (EE) shows a mean of 3.651, Promotion (PT) has a mean of 3.574, and Organisational Support (OS) has an average of 3.562. The Reward and Recognition (RR) category has the lowest average score, listed at 3.514.

5.4.1.1 Hygiene Factors

The mean score of 3.797 across all categories indicates a uniform perception of the work environment. This suggests that the respondents generally have a positive view of their work setting. However, it's important to note that while a favourable work environment is appreciated, it may not significantly contribute to higher engagement or performance. According to Herzberg's two-factor theory, the work environment can

be considered a hygiene factor, which prevents dissatisfaction but may not directly motivate employees (Shih et al., 2019).

The promotion opportunities within the organisation received a mean score of 3.574 from all respondents, indicating a consistent perception. Similar to the work environment, promotions as per Herzberg's theory, might not act as a significant motivator. However, the absence of promotion opportunities could potentially lead to dissatisfaction among employees (Shamsuddin et al., 2016).

The respondents' perception of organisational support was generally positive, with a mean score of 3.562. This suggests that the employees feel supported by the organisation. However, the data indicates that, similar to the work environment and promotion opportunities, organisational support may act more as a hygiene factor. It helps in preventing dissatisfaction among employees rather than acting as a strong motivator (Purba, & Sudibjo, 2020).

While these factors are appreciated and contribute to preventing dissatisfaction, they may not directly enhance employee motivation or performance. Therefore, organisations should consider other motivational factors to boost employee engagement and performance.

5.4.1.2 Motivator Factors

The mean score of 3.514 suggests a generally positive perception of rewards and recognition within the organisation, albeit with slight variability in responses. According to Herzberg's two-factor theory, rewards and recognition can act as significant motivators. The positive scores suggest that these factors may contribute to enhancing employee engagement and performance in GLCs (Othman, 2019).

Ethical leadership within the organisation is perceived positively by the respondents, as indicated by the mean score of 3.859. In line with Herzberg's theory, ethical leadership is a motivator that can positively influence employee engagement and performance. The high score suggests that employees value the presence of ethical leadership within their organisation (Pangastuti et al., 2020).

The mean score of 3.651 indicates a generally positive perception of employee engagement. As an outcome, employee engagement seems to be positively influenced by motivator factors such as rewards and recognition and ethical leadership. This highlights that employees are likely to feel engaged when they see their leaders acting ethically and when their hard work is acknowledged and rewarded (Nikolova et al., 2019). To foster high levels of employee engagement and performance, organisations should prioritize these crucial areas and cultivate a positive, supportive work environment.

5.4.2 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs serves as a framework for analysing the impact of motivational factors on employee engagement and performance within Malaysian Government Linked Companies (GLCs). The hierarchy comprises five levels of needs: physiological, safety, social, esteem, and self-actualization.

For the physiological needs, the data does not explicitly address physiological needs, but it can be assumed that the basic physiological needs (such as a safe and comfortable work environment) are met, as the majority of respondents strongly agree that their work environment is satisfactory (Muthaly et al., 2015).

For the safety needs, the scores for rewards and recognition, and organisational support are generally positive, indicating that employees feel secure in their jobs and believe that their efforts are recognized and rewarded (Mohd Yussof et al., 2019).

For the social needs the data on organisational support suggests a positive social environment, as employees generally agree that the organisation provides the necessary support. However, this aspect could be further explored to understand the nature of the support provided (Md Daud, & Kausar, 2019).

Ethical leadership is an important factor contributing to esteem needs. The majority of respondents either agree or strongly agree that their leaders demonstrate ethical behaviour. This contributes positively to the employees' sense of self-worth and confidence in the organisation (Malek et al., 2023).

Employee engagement plays a vital role related to self-actualization. The majority of respondents either agree or strongly agree that they are engaged in their work, which indicates that they find fulfilment and purpose in their roles (Lim, 2019).

5.5 Practical Contribution

The investigation into the motivational factors that influence employee engagement and performance in Malaysian GLCs provides valuable insights for both academia and the business sector. This research highlights the importance of having motivated and engaged employees for the success of organisations, especially in the context of GLCs in Malaysia.

Key Findings:

5.5.1 Identification of Crucial Motivational Factors

This study likely identifies specific motivational factors that have a pronounced influence on employee engagement and performance within Malaysian GLCs. Organisational executives need to comprehend these factors, as they offer actionable insights that can be used to improve employee motivation and, as a result, overall effectiveness (Malek et al., 2023).

5.5.2 Tailoring Motivational Strategies for GLCs

The research outcomes offer a foundation for tailoring motivational strategies to the distinctive nature of Malaysian GLCs. By recognizing the context-specific motivational drivers, leaders can implement targeted initiatives that connect with their employees, resulting in increased engagement and better performance (Mohd Yussof et al., 2019).

5.5.3 Enhancing Employee Engagement

Employee engagement is crucial for achieving organisational success, and the findings from this study offer valuable insight for Malaysian GLCs looking to foster a strong culture of engagement. By effectively harnessing the identified motivational factors, organisations can create dynamic environments that encourage active participation and commitment and instil a profound sense of purpose among employees. This strategic approach enables teams to thrive, fostering collaboration and innovation that propel the organisation forward (Muthaly et al., 2015).

5.5.4 Impact on Employee Performance

This study likely explores the direct correlation between motivational factors, employee engagement, and performance. Insights into this relationship can guide Malaysian GLCs in devising performance management systems that integrate motivational strategies, resulting in improved productivity and outcomes (Othman, 2019).

5.5.5 Policy and Practice Revisions

Findings from this study may necessitate a re-evaluation of existing human resource policies and practices within GLCs. Leaders can use this information to update incentive programs, recognition mechanisms, and career development opportunities, aligning them with the motivational drivers identified in the study (Pangastuti et al., 2020).

5.5.6 Benchmarking and Best Practices

This study's implications provide an opportunity for Malaysian GLCs to benchmark their motivational strategies against industry best practices. These organisations can significantly boost their competitiveness by tapping into successful methods while attracting and retaining top talent (Pradhan & Jena, 2017).

5.6 Overall Analysis

The data analysis reveals that while hygiene factors such as Promotion and Organisation Support are instrumental in preventing dissatisfaction among employees, the real motivators appear to be factors like Rewards and Recognition and Ethical Leadership. These elements enhance employee satisfaction and their performance (Sun, & Bunchapattanasakda, 2019). Additionally, ensuring fair and transparent promotion processes can further contribute to creating a positive work environment. The organisations appear to be successfully addressing fundamental employee needs, including providing adequate recognition for contributions and fostering a safe and supportive atmosphere conducive to productivity. Furthermore, the data suggests that ethical leadership principles are being implemented, contributing to a sense of trust and fairness. This, in turn, fosters a degree of employee engagement, indicating a workforce that is generally connected to their work and the organisation's mission. However, while these findings are encouraging, it also highlights areas for potential improvement. A more in-depth investigation of specific aspects, such as the perceived nature and effectiveness of organizational support, is warranted. This would involve understanding how employees perceive the tangible and intangible resources provided by the Malaysian GLCs. Ensuring consistent and pervasive ethical leadership across all levels of the organisation is crucial. This could involve targeted interventions such as leadership training programs, ethical conduct workshops, and robust feedback mechanisms to ensure that ethical principles are consistently translated into daily practices. By addressing these specific areas, Malaysian GLCs can further enhance their work environments, leading to even greater employee engagement and overall organizational success.

5.7 Recommendations

Based on the data analysis, it is recommended that Malaysian GLCs concentrate on strengthening their recognition programs and promoting ethical leadership practices to boost employee engagement and performance. Maslow's Hierarchy of Needs offers a valuable framework; however, individual needs and motivations may differ significantly. As a result, a more thorough examination incorporating qualitative data and employee feedback would offer a more profound comprehension of the factors that influence employee engagement and performance in Malaysian GLCs. To foster a more engaged and motivated workforce, several strategies can be implemented. Firstly, the introduction or enhancement of rewards and recognition programs is crucial to acknowledge and appreciate the efforts of employees, thereby serving as a significant motivator. Secondly, ensuring transparent and fair promotion processes can address potential dissatisfaction and create a sense of fairness within the organisation. Thirdly, the promotion of a positive work environment should continue as it acts as a hygiene factor, preventing dissatisfaction among employees. Lastly, the organisation can provide training and support to strengthen ethical leadership practices, which can positively influence employee engagement and performance. These combined efforts can contribute to a more productive and satisfied workforce. By addressing these aspects, Malaysian GLCs can potentially foster a more engaged and high-performing workforce.

5.8 Limitations of the Study

Undoubtedly, this study is worthwhile, but it also needs to delineate its limitations. These limitations can affect generalizability and reliability as far as the research findings are concerned, and their recognition is paramount to a complete understanding of the research. One of the limitations is generalizability beyond GLCs. The insights gathered from this study present intriguing considerations, particularly regarding their relevance outside Malaysian GLCs. Employee engagement and performance dynamics can vary significantly across different sectors and regions, suggesting that a one-size-fits-all approach may not apply. The other limitations is related to external factors such as economic conditions, political changes, or industry-specific challenges affecting engagement and performance which would not be robustly covered by this study. The long-term effects of motivational interventions also may not be fully explored in the study. The implications for practice would emphasize the sustainability of increased employee engagement and performance over time. Lastly, this study center mainly around quantitative data and not bring in other qualitative insights, which could formulate a deeper view of the experience and perceptions of the employees.

5.9 Recommendations for Future Research

The examination of motivational factors and their influence on employee engagement and performance within Malaysian public sector GLCs constitutes a significant research domain. Recommendations for future studies to look at the longitudinal studies, which can help to provide a complete understanding over time of how the motivational factors affect employee engagement and performance. This method can help identify certain trends and patterns and the sustainability of motivation in

Malaysian GLC. Long-term investigations can also reveal the dynamic nature of motivational influences on employee behaviour.

It is also recommended to conduct in-depth qualitative studies which can explore the subjective experiences of employees regarding motivational factors. Qualitative research can unveil nuanced insights into the emotional and psychological aspects of motivation, providing a richer understanding of how employees perceive and respond to motivational stimuli.

Lastly, to look into policy implications studies. Investigating the implications of government policies on employee motivation within GLCs can be insightful. Understanding how regulatory frameworks impact motivational practices can inform policymakers and organisational leaders about potential areas for improvement and alignment with broader national goals.

5.10 Conclusion

In conclusion, this study has delved deep into the intricate dynamics of motivational factors, employee engagement, and performance within Malaysian Government Linked Companies (GLCs). The statistical analysis unveiled compelling insights into the impact of various motivational drivers on employee perceptions, drawing attention to positive trends and areas where influence appears lacking. Notably, the work environment stood out as a crucial element, underscoring the vital role of fostering a positive and supportive workplace atmosphere. On the other hand, aspects like promotion and organisational support demonstrated weak correlations, signalling a critical opportunity for organisations to revisit and refine their strategies in these areas.

By taking these findings to heart, GLCs can enhance engagement and drive performance to new heights.

Ethical leadership, however, stood out as a potent influencer, with a statistically significant impact on employee perceptions. The findings highlight the essential function of ethical leadership in influencing organisational dynamics and promoting a culture of integrity and trust.

Theoretical implications, as analysed through Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, provided a framework for understanding the nuanced dynamics of motivational factors within the organisational context. This study revealed that while certain factors may act as hygiene factors, preventing dissatisfaction, others function as motivators, actively contributing to employee engagement and performance.

The recommendations for future research outlined avenues for further exploration, emphasising the need for longitudinal studies, in-depth qualitative investigations and policy implications. These avenues can contribute to a more holistic understanding of employee motivation within GLCs, guiding future research endeavours and policy initiatives.

The insights from this study have far-reaching implications. They go beyond theory and provide valuable guidance for organisational leaders and policymakers in government-linked companies (GLCs). By recognizing the significant impact of the work environment and the role of ethical leadership and by reassessing strategies around rewards, recognition, and promotions, GLCs can foster a more engaged workforce and elevate performance levels. The study recognises its limitations,

particularly its cross-sectional design, and encourages future researchers to address these constraints to enhance the analysis.

This research contributes to the discussion on employee motivation within Malaysian GLCs, offering a foundation for informed decision-making and developing strategic initiatives to create vibrant, high-performing workplaces. As organisational management continues to evolve, gaining a thorough understanding of motivational factors is crucial to ensure sustainable growth and success.



REFERENCES

- Aarabi & Subramaniam, I. D & Baker, Akeel. (2013). Relationship between Motivational Factors and Job Performance of Employees in Malaysian Service Industry. *Asian Social Science*. 9, 301-301.
- Abdul Ghafoor Awan & M.Tafique Tahir (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. *European Journal of Business and Management*, 7(1), 329-347.
- Adawiyah, W. R., Baliartati, B. O., & Rafi, A. (2022). The Impact of Ethical Leadership on Employee Performance: The Mediating Role of Employee Engagement and Organizational Citizenship Behavior (OCB). *Proceedings of the 5th International Conference on Management, Economics and Business* (ICMEB 2021).
- Adi, I. G. P., & Anshari, M. (2022). The role of motivation as a mediator in the relationship between promotion and employee performance. *International Journal of Innovation, Creativity and Change*, 18(3), 231–245.
- Aerni Isa, H. I. I., Khan, H. A., Jaaffar, A. H., Hanapiyah, Z. M., & Alshsheikh, G. A. A. (2021). The Relationship between Talent Management Practices and Perceived Organisational Support: Evidence from Government Linked Companies. *Journal of Positive Psychology and Wellbeing*, 5(4), 1519-1528.
- Afsar, B., & Badir, Y. F. (2020). Workplace spirituality, ethical leadership, and innovative work behavior. *Journal of Business Ethics*, 161(2), 387-400.
- Agarwal, U. A. (2020). Psychological contract violation and employee engagement: The mediating role of organizational justice. *Journal of Business and Psychology*, 35(2), 221-235.

- Aguinis, H. (2009). Performance management (2nd ed.). *Prentice Hall/Pearson Education*.
- Ahmed, Y. A., & Faeq, D. K. (2020). An economic Evaluation of training and its Effect on employee performance in Building Construction Directory of Sulaimani province–Kurdistan region. *Qalaai Zanist Journal*, 5(2), 1048-1068.
- Akanbi, P. A., & Ofoegbu, O. E. (2015). The influence of perceived organizational support on employees' job performance. *International Journal of Management and Sustainability*, 4(3), 64–72.
- Aktar, S., Sachu, M. K., & Ali, E. (2017). The impact of rewards on job satisfaction and employees' performance in Bangladesh: A comparative analysis between pharmaceutical and insurance industries. *International Journal of Business and Management*, 7(1), 9–15.
- Aktar, S., Sachu, M. K., & Ali, E. M. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh: An empirical study. *IOSR Journal of Business and Management*, 6(2), 9-15.
- Al Ahababi, S.A. and Singh, Sanjay and Balasubramanian, S. and Gaur, S.S. (2019) Employee perception of impact of knowledge management processes on public sector performance. *Journal of Knowledge Management*, 23 (2). pp. 351-373. ISSN 1367-3270.
- Albrecht, S. L., & Andreetta, M. (2017). The relationship between engagement, organisational citizenship behaviour, organisational justice and counterproductive work behaviour. *Personnel Review*, 46(7), 1335-1353.

- Alfayad, Z., & Arif, L. S. M. (2017). Employee voice and job satisfaction: An application of Herzberg two-factor theory. *International Review of Management and Marketing*, 7(1), 150-156.
- Ali, R., & Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: An empirical study. *International Review of Business Research Papers*, 5(4), 270–279.
- Alias, N. E., Noor, N., & Hassan, R. (2014). Examining the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the Information and Technology (IT) organisations in Malaysia. *Journal of Human Resources Management and Labor Studies*, 2(2), 227-242.
- Aliyyah, N., Prasetyo, I., Rusdiyanto, R., Endarti, E. W., Mardianah, F., Winarko, R., & Tjaraka, H. (2021). What affects employee performance through work motivation? *Journal of Management Information and Decision Sciences*, 24(1).
- Al-Madi, F. N., & Assal, H. (2019). The impact of recognition on employee performance: A case study of Jordanian public universities. *International Journal of Scientific Research and Management*. Volume 12 (Issue 03) Pg. 6059-6073
- Almawali, H., Hafit, N. I. A., & Hassan, N. (2021). Motivational Factors and Job Performance: The Mediating Roles of Employee Engagement. *International Journal of Human Resource Studies*, 11(3), 6782-6782.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.

- Anis Eliyana & Syamsul Ma'arif (2019) Job satisfaction and organisational commitment effect in the transformational leadership towards employee performance: *European Research on Management and Business Economics*.
- Arnold B. Bakker & Evangelia Demerouti (2018) Multiple Levels in Job Demands–Resources Theory: Implications for Employee Well-being and Performance. *In The Handbook of Positive Organisational Scholarship* (pp. 233-248). Edward Elgar Publishing
- Babalola, M. T., & Stouten, J. (2016). Ethical leadership and employee outcomes: The roles of leader-member exchange and psychological safety. *Journal of Business Ethics*, 134(2), 265–278.
- Baharin, N. L., Kelana, B. W. Y., Sanny, L., Teo, P. C., Ho, T. C., & Ramliy, M. K. (2023). The Mediating Effect of Emotional Intelligence on the Relationship between Talent Management Practices and Leadership Skills in Malaysian GLCs. *Sustainability*, 15(13), 10727.
- Bakker, A. B., & Albrecht, S. L. (2018). Work engagement, organisational behaviour, and job resources. *In Handbook of well-being* (pp. 379-396).
- Barry P. Haynes (2017) Workplace productivity and office type: An evaluation of office occupier differences based on age and gender: *Journal of Corporate Real Estate* 19(2).
- Basamh, S. S., Huq, M. N., & Dahlan, A. R. A. (2013). Empirical research on project implementation success and change management practices in Malaysian government-linked companies (GLCs). *International Journal of Information and Communication Technology Research*, 3(5).

- Bedarkar, M., & Pandita, D. (2014) A Study on the Drivers of Employee Engagement Impacting Employee Performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115.
- Bhatt, PR (2016) Performance of government linked companies and private owned companies in Malaysia: *International Journal of Law and Management* 58(2):150-161
- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: Role of perceived organizational support, P–O fit, organizational commitment and job satisfaction. *Vikalpa*, 38(1), 27–40.
- Bolman, L. G. & Deal, T. E. (2008). Reframing organisations: Artistry, choice, and leadership (4th ed.). *San Francisco*: Jossey-Bass.
- Brown M.E., & Mitchell, M.S. (2010). Ethical and unethical leadership: Exploring new avenues for future research, *Business Ethic Quarterly* 20, 583.
- Brun, Jean-Pierre & Dugas, Ninon. (2008). An analysis of employee recognition: Perspectives on human resources practices. *The International Journal of Human Resource Management*. Vol 19. (716-730).
- Chanda, U., & Goyal, P. (2019). Assessing Impact of Human Capital, SRHRM and Employee Related Factors on Firm Performance. *Journal of Industrial Integration and Management*, 4(2), 1850018
- Chandrasekar, K. (2011). Workplace environment and its impact on organizational performance in public sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1–19.
- Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X. (2020). The impact of organisational support on employee performance. *Employee Relations: The International Journal*, 42(1), 166-179.

- Chen, Y., & Huang, L. (2017). How ethical leadership influences employee creativity: The mediating role of psychological safety and intrinsic motivation. *Journal of Business Ethics*, 143(2), 401-414.
- Choong, Y. O., Lau, T. C., & Wong, K. L. (2011). Intrinsic motivation and organisational commitment in the Malaysian private higher education institutions: An empirical study. *Researchers World*, 2(4), 91.
- Crandall, A., Powell, E. A., Bradford, G. C., Magnusson, B. M., Hanson, C. L., Barnes, M. D., & Bean, R. A. (2020). Maslow's hierarchy of needs as a framework for understanding adolescent depressive symptoms over time. *Journal of Child and Family Studies*, 29, 273-281.
- Dai, K., & Qin, X. (2016). Linking ethical leadership to follower creativity: A social information processing perspective. *Journal of Business Ethics*, 137(3), 513-524.
- Dangol, P. (2020). An analysis of motivational factors affecting employee performance. *Journal of Business and Social Sciences Research*, 5(1), 63-74.
- David, N. C. Y., Chai, L. T., Ling, T. P., & Fong, L. S. (2021). An Evaluation of Corporate Governance Characteristics and Corporate Performance between Government-Linked Companies (GLCs) in Malaysia and Singapore: A Panel Data Analysis. In *SHS Web of Conferences* (Vol. 124, p. 04005). EDP Sciences.
- Ebrahim, Z. B., Razak, N. A.A., Mustakim, N. A., Mokhtar, N., & Saud, M. K. (2021). The effect of talent management on employees' retention: a study among professional workers of Government Linked Companies in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 11(4), 675-684.

- Eisenberger, R., Johnson, K. M., Sucharski, I. L., & Aselage, J. (2009). Perceived organisational support and extra-role performance: Which leads to which? *Journal of social psychology*, 149(1), 119-124.
- Gallus, J., & Frey, B. S. (2016). Awards: A strategic management perspective. *Strategic Management Journal*, 37(8), 1699–1714.
- Garcia, M., & Lopez, R. (2023). Work environment analysis to improve employee performance. *Research Journal of Management and Entrepreneurship*, 5(2), 45-60.
- Ghaffari, S., Shah, I. M., Burgoyne, J., Nazri, M., & Salleh, J. R. (2017). The influence of motivation on job performance: A case study at Universiti Teknologi Malaysia. *Australian Journal of Basic and Applied Sciences*, 11(4), 92-99.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60(2), 159–170.
- Hadiana, R. N., & Sari, N. Z. M. (2019). The influence of transformational leadership and commitment organisation implications for performance employee State Civil Apparatus (ASN Bandung Indonesian). *International Journal of Scientific & Technology Research*, 8(1), 8-15
- Handa, M. and Gulati, A. (2014) Employee Engagement: Does Individual Personality Matter. *Journal of Management Research*, 14, 57-67.
- Hasibuan, M. (2018). Analisis Pengaruh Mutasi, Promosi Jabatan dan Kepuasan Kerja Terhadap Kinerja Karyawan Pimpinan Kantor Direksi PT. Perkebunan Nusantara II *Repository Universitas Sumatera Utara*.
- Hasin, H., Rahim, A., Nordin, E., Hussain, W. S., Alias, N. A., & Said, J. (2020). Influence of leadership in implementing an integrity system in a government

linked company in Malaysia. *Asia-Pacific Management Accounting Journal*, 15(2), 47-63.

Hassan, N., & Ahmad, N. (2021). The influence of ethical leadership on employee performance: The mediating role of organizational trust and psychological empowerment. *Journal of Business Ethics*, 170(4), 723-738

Haynes, B. P. (2008). An evaluation of the impact of the office environment on productivity. *Journal of Facilities*, 26(5/6), 178–195.

Hellriegel, D., Jackson, S.E., & Slocum, J.W. (1999). *Management* (8th ed.). Cincinnati, Ohio: South-Western College.

Hussein, N., & Amiruddin, N. S. (2020). Job crafting, psychological capital and work engagement: an empirical evidence of a sustainable high-performance GLC. *Journal of Emerging Economies and Islamic Research*, 8(2), 60-72.

Ibrahim, H. I., Isa, A., Halim, J., & Jaafar, A. H. Talent Identification, Perceived Organisational Support and Employee Engagement: Evidence from Malaysian GLC. *European Proceedings of Social and Behavioural Sciences*.

Imran, M., & Ahmad, S. (2016). The role of employee recognition in enhancing employee engagement in a tertiary care hospital. *Journal of Education and Practice*, Vol.7, No.34

Isa, A. B., & Ibrahim, H. I. B. (2020). The Mediating Effect of Perceived Organisational Support between Talent Development and Employee Engagement at Malaysian GLCs. *International Journal of Academic Research in Business and Social Sciences*, 10(10), 505-517.

Ismail, A., & Ahmed, S. (2015). Transformational leadership and organizational commitment: The mediating effect of organizational culture. *Asia Pacific Journal of Management*, 32(4), 957-982.

- Jabbar, M. N., Hussin, F., Hashmi, M. A., & Jafri, S. M. I. (2020). Effect of administrative practices on job performance: an empirical study among public university employees in Pakistan. *Global Academic Journal of Economics and Business*, 1(1), 1-4.
- Johnson, P., & Smith, K. (2022). Work environment and employee performance: A brief literature review. *Public Health, Sec. Occupational Health and Safety*, Volume 10 – 2022
- Kara, A., & Petru, L. (2021). The impact of ethical leadership on employee voice: The mediating role of psychological safety. *Sustainability*, 13(9), 4811.
- Karakas, F. (2010). Spirituality and performance in organisations: A literature review. *Journal of Business Ethics*, 94(1), 89–106.
- Karatepe, O. M., & Demir, E. (2019). The effects of ethical leadership and psychological capital on employees' work engagement. *Journal of Hospitality Marketing & Management*, 28(8), 915-934.
- Kasim, N. A. A., Mustapha, M., & Muhammad, H.(2023) Reform Journey of Government-Linked Companies in Malaysia. *Research in Accounting and Sustainability*.
- Khai, Y. Y. (2023). Comparing Government-linked Companies of Malaysia and Singapore: Governance, Government Involvement, and Economic Performance of Government-linked Companies. *Business Articles Management*. V344
- Khairuddin, S. M. H. S., Malik, I. S. A., & Paul, N. E. (2018). Employee engagement, commitment, and performance in a Malaysian GLC. *Opción: Revista de Ciencias Humanas y Sociales*, (17), 820-845.

- Khaled Al-Omari and Haneen Okasheh (2017) The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan. *International Journal of Applied Engineering Research* ISSN 0973-4562 Volume 12, Number 24 pp. 15544-15550.
- Khan, M. A. S., & Ismail, F. F. (2021). Ethical leadership and employee engagement: The mediating role of self-efficacy and organizational commitment. *International Journal of Ethics and Society*, 3(1), 45–55.
- Khan, M. A. S., & Ismail, F. F. (2021). The impact of ethical leadership on employee innovative work behavior: the mediating role of psychological empowerment. *Journal of Business Ethics*, 173(1), 161-177.
- Khan, M. I., & Jabeen, M. (2022). Impact of ethical leadership on employee creativity: Mediating role of psychological safety. *Journal of Business Ethics*, 177(2), 349-365
- Khan, M. M., & Rasheed, F. (2017). The impact of ethical leadership on employee job satisfaction and organizational commitment: A study of the banking sector in Pakistan. *Journal of Business Ethics*, 142(2), 363-378.
- Khan, W. A., & Iqbal, Y. (2018). The impact of transformational leadership on employee performance: Mediating role of psychological empowerment. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 12(3), 882-902.
- Kim, S., & Wang, J. (2023). Ethical leadership and employee well-being: The mediating role of perceived organizational support and psychological capital. *Frontiers in Psychology*, 14, 1113575.
- Kim, W. G., & Brymer, R. A. (2016). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. *International Journal of Hospitality Management*, 59, 1–9.

- Kim, W., Kolb, J. A., & Kim, T. (2017). The impact of service climate on employee creativity: The mediating role of psychological safety. *Journal of Organizational Behavior*, 38(7), 1056-1073.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884.
- Kusuma, H., & Susilo, H. (2022). The Influence of Work Environment, Job Satisfaction, and Organizational Commitment on Employee Performance. *Journal of Asian Finance, Economics and Business*, 9(1), 173-181
- Kuswati, Y. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), 995-1002.
- Lee, H., & Kim, J. (2020). The effects of ethical leadership on employees' task performance: The mediating role of psychological capital and trust in supervisor. *Sustainability*, 12(16), 6667.
- Lee, H., & Kim, S. (2024). Exploring the influence of workplace environment on job performance: A socio-cognitive perspective. *Total Quality Management & Business Excellence*, 35(5-6), 567-589.
- Lee, S. H., Chong, C. W., & Ojo, A. O. (2024). Influence of Workplace Flexibility on Employee Engagement Among Young Generation. *Cogent Business & Management*, 11(1)
- Li Qi, V., & Jia Qi, C. (2021). Talent management practices and employee engagement: A study in Malaysian GLCs. *The International Journal Business & Management*, 4(2), 1-30.

- Li, Q., Mohamed, R., Mahomed, A., & Khan, H. (2022). The effect of perceived organizational support and employee care on turnover intention and work engagement: A mediated moderation model using age in the post-pandemic period. *Sustainability*, 14(15), 9125
- Li, X., & Chen, Y. (2019). Organizational support and employee well-being: Evidence from flexible manufacturing systems. *Employee Relations*, 41(5), 1002–1017.
- Liu W, Liu Y. (2022) The Impact of Incentives on Job Performance, Business Cycle, and Population Health in Emerging Economies. *Front Public Health* PMID: 35223756
- Lyubomirsky, S., & King, L. A. (2022). *The Science of Happiness at Work: How Positive Psychology Can Increase Productivity*. University of Pennsylvania.
- M.K Shoss (2013) Blaming the organisation for abusive supervision: the roles of perceived organisational support and supervisor's organisational embodiment. *International Articles*. 567
- Madhani, Pankaj M., (2020) Effective Rewards and Recognition Strategy: Enhancing Employee Engagement, Customer Retention and Company Performance. *The Journal of Total Rewards*, Vol. 29, pp. 39-48
- Malek, K. A., Shahidan, A. N., & Arshad, M. Z. (2023). The Mediating Effect of Work Engagement in Relation to Technology Readiness Index and Adaptive Performance Among Newly Hired It Employees. *Journal Of Mental Health and Social Rehabilitation*, 1(1), 80-85.
- Manyasi, J., Kibas, P. B., & Chep, K. R. (2011). Effects of organisational support for career development on employee performance: A case of Kenyan public universities. Kabarak. *University First International Conference* (pp. 1–17).

- Mensah, E. B., & Tawiah, K. A. (2019). Employee motivation: The role of non-monetary incentives in the Ghanaian banking sector. *International Journal of Economics, Commerce and Management*, 7(5), 198–211.
- Mensah, E. B., & Tawiah, K. A. (2019). Rewards, job satisfaction, and employee performance in the hospitality industry in Ghana. *Journal of Business and Enterprise Development*, 11(1)
- Ministry of Finance Malaysia (MOF) 2009, available at <http://www.treasury.gov.my>
- Mira, M., & Odeh, K. (2019). The mediating role of authentic leadership between the relationship of employee training and employee performance. *Management Science Letters*.
- Mohd, I. H., Shah, M. M., & Zailan, N. S. (2016). The influence of workplace environment on employee engagement in the public sector. *Procedia Economics and Finance*, 37, 466-472.
- Mohd, I. H., Shah, M. M., & Zailan, N. S. (2016). The relationship between workplace environment and employee engagement in a Malaysian telecommunication firm. *Asian Journal of Social Sciences and Management Studies*, 3(1), 34–39.
- Mokaya, S. O., & Kipyegon, M. J. (2022). Influence of Ethical Leadership on Employee Performance in State Corporations in Kenya. *International Journal of Research in Business and Management Studies (IJRMS)*, 9(1), 1-15.
- Muthaly, S., Mohan, M. D., & Isa, A. (2015). Competencies as the protagonist for talent development in academia: the case of Malaysian Government Linked Companies'(GLCs) Universities. *Asian Journal of Business Research*, 5(1), 45-69.

- Mwangi, L. W., & Waithaka, P. (2022). Impact of Employees' Workplace Environment on Employees' Commitment. *Sec. Occupational Health and Safety* Volume 10
- N. Kamarulzaman, A.A. Saleh, S.Z. Hashim, H. Hashim, A.A. Abdul-Ghani (2011) An Overview of the Influence of Physical Office Environments Towards Employee. *International Articles*. 6550-6559
- N. Mahmood (2019) Linking employee engagement towards individual work performance through human resource management practice: From high potential employee's perspectives. *International Articles*. V33
- Nawaz, M. S., & Pangil, F. (2016). Influence of workplace environment on employee engagement: A study of Malaysian SMEs. *Journal of Entrepreneurship and Business*, 4(2), 1-13.
- Nazrul Hisyam Ab Razak, Rubi Ahmad & Huson Aliahmed Joher (2011) Does Government Linked Companies (GLCs) perform better than non-GLCs? Evidence from Malaysian listed companies: *Journal of Applied Finance & Banking*.
- Ng, T. W. H., & Feldman, D. C. (2024). Career sustainability and promotions: Linking organizational practices with employee outcomes. *Journal of Organizational Behavior*, 45(2), 233–250.
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors that influence employee performance: motivation, leadership, environment, culture organisation, work achievement, competence and compensation (A study of human resource management literature studies). *Dinasti International Journal of Digital Business Management*, 1(4), 645-662.

- Nikolova, I., Schaufeli, W., & Notelaers, G. (2019). Engaging leader–Engaged employees? A cross-lagged study on employee engagement. *European Management Journal*, 37(6), 772-783.
- Nordin, N., & Hassan, M. M. (2019). Faktor-faktor yang Mempengaruhi Komitmen Prestasi Kerja dalam kalangan Penjawat Awam. Kajian Rintis di Jabatan Kemajuan Masyarakat, Negeri Pulau Pinang. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 4(7), 11 - 20.
- Ogunnaike, O. O., & Kehinde, O. J. (2023). Promotion and job satisfaction as predictors of employee morale in the Nigerian public service. *African Journal of Business Management*, 17(5), 87–98.
- Onne Janssen (2004) How Fairness Perceptions Make Innovative Behaviour More or Less Stressful : *Journal of Organisational Behaviour* 25(2):201 – 215
- Osborne, S. P., & Hammoud, M. S. (2017). Public leadership: Toward a research agenda. *Public Administration Review*, 77(2), 208-219.
- Owolabi, A. B., & Babalola, S. S. (2017). Effects of work environment on employee performance: Empirical evidence from selected oil and gas companies in Nigeria. *International Journal of Economics, Commerce and Management*, 5(12), 346-361.
- P.R. Bhat (2016) Performance of government linked companies and private owned companies in Malaysia. *International Articles*. Vol 455
- Pangastuti, P. A. D., Sukirno, S., & Efendi, R. (2020). The Effect of Work Motivation and Compensation on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, 7(3), 292-299.
- Pfeffer, J (2019) The overlooked essentials of employee well-being: *Mckinsey Quarterly*

- Pınar Güngör (2011) The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks: *Procedia - Social and Behavioral Sciences* Volume 24, 2011, Pages 1510-1520
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85.
- Prasad L.M. (2010) Human resource Management, *Sultan Chand & Sons*. 77
- Purba, K., & Sudibjo, K. (2020). The effects analysis of transformational leadership, work motivation and compensation on employee performance in PT. Sago Nauli. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(3), 1606-1617.
- Putra, R. S., & Rahmawati, F. (2021). The effect of work environment and job satisfaction on employee engagement. *Journal of Asian Finance, Economics and Business*, 8(3), 869-877.
- Quay, Chee & Yusof, Afandi. (2022). The influence of employee participation, rewards and recognition, job security, and performance feedback on employee engagement. *Issues and Perspectives in Business and Social Sciences*. 2. 20-30.
- Radu, Catalina. (2023). Fostering a Positive Workplace Culture: Impacts on Performance and Agility. *Intechopen*.1003259.
- Rahman, M. S., & Islam, M. A. (2020). The effect of ethical leadership on employee performance: The mediating role of organizational trust. *Journal of Business Ethics*, 161(1), 175-188.

- Rasool, S. F., Maqbool, R., Samma, M., Zhao, Y., & Anjum, A. (2021). The influence of workplace environment on employee engagement: A systematic review. *Frontiers in Psychology*, 12, 655729.
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of promotion and compensation toward job satisfaction and employee performance. *International Journal of Business and Management Invention*, 7(6), 30–36.
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Influence of Promotion and Job Satisfaction on Employee Performance. *Journal of Accounting, Business and Finance Research*, 3(1), 18-27.
- Razak, N. H. A., Ahmad, R., & Joher, H. A. (2011). Does government linked companies (GLCs) perform better than non-GLCs? Evidence from Malaysian listed companies. *Journal of applied finance & banking*, 1(1), 213-240.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717–725.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.
- Rhoades, L., & Eisenberger, R. (2016). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.
- Roos, M., Reale, J., & Banning, F. (2021). The effects of ethical leadership on employee well-being: A systematic review. *Journal of Business Ethics*, 174(4), 859-877.
- Rusin, N. and Szandała, T. (2024), "The power of peer recognition points: does it really boost employee engagement?", *Strategic HR Review*, Vol. 1475-4398

- S R Toor and G Ofori (2009) Ethical Leadership: Examining the Relationships with Full Range Leadership Model, Employee Outcomes, and Organisational Culture. *International Articles*. V3011
- S. M. Sajjad, M. A. Ghazanfar, and S. Ramzan (2021) *Impact of Reward and Recognition on Employees' Performance*
- Sadilla, Vhifin & Wahyuningtyas, Ratri. (2023). The Effect of Reward and Recognition on Employee Engagement (Case Study at Pt. X Part Directorate H). *International Journal of Engineering Technologies and Management Research*. 10. 10.
- Saks, A. M., & Rotman, J. L. (2016). Antecedents and consequences of employee engagement. In *The Oxford handbook of workplace spirituality* (pp. 235-251). Oxford University Press.
- Sari, D. P., & Lestari, S. D. (2022). Career Development, Motivation, and Promotion on Employee Performance. *Journal of Digitainability, Realism & Mastery (DREAM)*, 2(12), 155–173.
- Sari, D. P., & Lestari, S. D. (2022). The effect of promotion on employee performance in the manufacturing sector. *International Journal of Human Resource Studies*, 12(2), 45–58.
- Sari, D. P., & Nugroho, A. S. (2021). The influence of leadership style and work motivation on employee performance. *International Journal of Social and Management Studies (IJSMS)*, 2(4), 1-11.
- Setiawan, M., & Aryanto, V. D. W. (2022). The influence of ethical leadership on employee performance through job satisfaction and organizational commitment. *Journal of Business and Management (IOSR-JBM)*, 24(3), 1-11.

- Setiawan, M., & Aryanto, V. D. W. (2022). The role of ethical leadership in enhancing employee work engagement: Evidence from the Indonesian service industry. *Journal of Leadership and Organizational Studies*, 29(2), 215–229.
- Setiawan, M., & Lestari, D. (2023). Mediating effect of affective commitment in the relationship between perceived organizational support and employee performance. *Asian Journal of Business Research*, 13(1), 33–47.
- Setiawan, M., & Lestari, D. (2023). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. *The Journal of Asian Finance, Economics, and Business*, 7(10), 401–411.
- Shammout, Engr. Mohamad. (2022). The Impact of Work Environment on Employees Performance. *International Journal of Current Research in Science Engineering & Technology*. 03. 2582-5208.
- Shamsuddin, A., Ibrahim, M. I. M., & Ridzwan, I. U. B. (2016). The Impacts of spiritual capital towards corporate governance practices: A case study of the Government Linked Companies (GLCs) In Malaysia. *International Journal of Business, Economics and Law*, 9(5), 1-9.
- Shanafelt, T. D., & Goh, J. (2023). Defining, Evaluating, and Developing a Positive Workplace Culture. *American Heart Association Journals*
- Shawtari, F. A., Har Sani, M. M., Abdul Rashid, H. M., & Salem, M. A. (2015). Corporate governance mechanisms and unmanaged earnings: Empirical evidence from Malaysian government linked companies. *Corporate Board: Role Duties & Composition*, 11(2), 98-110.
- Shih, C. Y., Huang, C. Y., Huang, M. L., Chen, C. M., Lin, C. C., & Tang, F. I. (2019). The association of sociodemographic factors and needs of

- haemodialysis patients according to Maslow's hierarchy of needs. *Journal of clinical nursing*, 28(1-2), 270-278.
- Shuck, B., & Reio, T. G. (2015). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 22(4), 434-448.
- Simanjuntak, Kemal & Suhud, Usep & Susita, Dewi. (2023). Relationships between Work Environment and Employee Engagement mediate by Job Satisfaction. *International Journal of Human Capital Management*. Vol 7. 158-171
- Simanjuntak, P., & Sihombing, P. (2023). Influence of fair promotion practices on employee performance: A study in Indonesian state-owned enterprises. *Journal of Management Development*, 42(1), 112–124.
- Simanjuntak, P., & Sihombing, P. (2023). The Effect of Promotion on Performance of Personnel in The Jurisdiction of the Simalungun Police. *Quest Journal of Research in Business and Management*, 11(6), 72–74.
- Simon L. Albrecht, Camille R. Green, and Andrew Marty (2021), Meaningful Work, Job Resources, and Employee Engagement; *Sustainability Articles* 13(7)
- Skaggs, K. J., Dickinson, A. M., and O'Connor, K. A. (1991). The use of concurrent schedules to evaluate the effects of extrinsic rewards on “intrinsic motivation”: a replication. *Organisational Behaviour Management Journal*. 12, 45–83
- Smith, J., & Brown, L. (2021). Fostering a Positive Workplace Culture: Impacts on Performance and Agility
- Sook Ching Wong, K. S. Jomo, Kok Fay Chin (2005) Malaysian bail outs? capital controls, restructuring and recovery in Malaysia. *Singapore University Press, Singapore*. 4456

- Sun, L., & Bunchapattanasakda, C. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), 63-80.
- Sutanto, E. M., & Kurniawan, M. (2020). The effect of work environment on employee engagement with job satisfaction as a mediating variable. *International Journal of Research in Business and Social Science (IJRBS)*, 9(7), 173-181.
- T. Suryanto, M. Haseeb, Nira Hariyat Hartani (2018) The Correlates of Developing Green Supply Chain Management Practices: Firms Level Analysis in Malaysia: *International Journal of Supply Chain Management*. 10(1), 44-45
- Thiel, Hardy, J. H Peterson, D. R., Welsh, D. T., & Bonner, J. M. (2018). Too many sheep in the flock? Span of control attenuates the influence of ethical leadership. *Journal of Applied Psychology*, 103(12)
- Trivedi, A. J., & Mehta, A. (2019). Maslow's Hierarchy of Needs-Theory of Human Motivation. *International Journal of Research in all Subjects in Multi Languages*, 7(6), 38-41.
- Utami, D. L. A., Sudiro, A., & Noermijati. (2023). The mediating role of employee engagement in the relationship between self-efficacy and organizational support on employee performance. *International Journal of Research in Business and Social Science*, 12(5), 151–163.
- Vianti, P. O., & Netra, I. G. S. K. (2013). Pengaruh Gaya Kepemimpinan, Promosi Jabatan, dan Kompensasi Finansial Terhadap Kinerja Karyawan Pada PT. Grand Mega Bali Resort & Spa Kuta, Bali. *E-Jurnal Manajemen*, 3(9)
- Victor Lapuente (2020) The effects of new public management on the quality of public services: Governance an *International Journal of Policy, Administration and Institution*.

- W. Schaufeli, M. Salanova (2014) Burnout, boredom and engagement at the workplace. *International Article*, Vol 104
- Wambugu, L. W., & Ombui, K. (2021). The impact of rewards and recognition on employee performance in public educational institutions: A case of Kenyatta University, Kenya. *Global Journal of Management and Business Research*. Vol. 17, Iss: 1
- Wang, Y., & Xu, S. (2021). Ethical leadership and employee performance: The mediating role of organizational commitment. *Journal of Business and Psychology*, 36(3), 453–467.
- Welch, M.(2011). The evolution of the employee engagement concept: Communication implications. *Corporate Communications: An International Journal*, Vol.16. Issue: 4. pp.328-346
- Wood, S., Henning, J. A., Chen, L., McKibben, T., Smith, M. L., Weber, M., ... & Ballen, C. J. (2020). A scientist like me: demographic analysis of biology textbooks reveals both progress and long-term lags. *Proceedings of the Royal Society B*, 287(1929), 20200877.
- Wooditch, A., Johnson, N. J., Solymosi, R., Medina Ariza, J., & Langton, S. (2021). Analysis of Variance (ANOVA). In *A Beginner's Guide to Statistics for Criminology and Criminal Justice Using R*, Springer International Publishing (pp. 183-208).
- Y. Wang, J. Liu, and X. Zhu (2021) Employee Recognition, Task Performance, and Organisational Citizenship Behaviour: The Role of Positive Affectivity. *International Journal*, Vol. 101
- Yang T, Jiang X. (2023) When colleague got recognized: Third-party's reaction to witnessing employee recognition. *Front Psychology* PMC10083470.

- Ye, D., Xu, B., Wei, B. (2024). Employee Work Engagement in The Digital Transformation of Enterprises: A Fuzzy-Set Qualitative Comparative Analysis. *Humanit Soc Sci Commun* 11, 35 (2024).
- Zafar, M., Sarwar, A., Zafar, A., & Sheeraz, A. (2021). Impact of compensation practices on employee job performance: an empirical study. In Proceedings of the Fourteenth International Conference on Management Science and Engineering Management: *Springer International Publishing*. Volume 2 (pp. 315-324).
- Zhang, Y., & Lin, Y. (2023). Ethical leadership and employee creativity: The roles of psychological safety and knowledge sharing. *Frontiers in Psychology*, 14, 1083040.
- Zhang, Y., & Liu, X. (2022). High-commitment performance management practices and perceived organizational support: Implications for employee outcomes. *Journal of Organizational Psychology*, 22(1), 15–28.
- Zhenjing G, Chupradit S, Ku KY, Nassani AA, Haffar M. (2022) Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Front Public Health*. PMC9136218.
- Zhou, Y., & Wu, C. (2019). The impact of perceived organizational support on employee performance: A study of frontline workers. *International Journal of Business and Management*, 14(2), 112–123.
- Zhu, W., Zheng, X., He, H., & Wang, G. (2019). Ethical leadership with both “moral person” and “moral manager” aspects: Scale development and cross-cultural validation. *Journal of Business Ethics*, 158(2), 547–565.

APPENDIX A – LIST OF GLC COMPANY UNDER MOF

Source: MOF (as at October 2024)

(a)COMPANY LIMITED BY SHARES
(i) MAJORITI
1. 1Malaysia Development Berhad
2. Amanah Raya Berhad
3. Bank Pembangunan Malaysia Berhad
4. Bank Pertanian Malaysia Berhad
5. Cradle Fund Sdn. Bhd.
6. Cyberview Sdn. Bhd.
7. Export-Import Bank of Malaysia Berhad
8. FELCRA Berhad
9. IJN Holdings Sdn. Bhd.
10. Indah Water Konsortium Sdn. Bhd.
11. Inno Bio Ventures Sdn. Bhd.
12. Institut Terjemahan & Buku Malaysia Berhad
13. Jambatan Kedua Sdn. Bhd.
14. JKP Sdn. Bhd.
15. Keretapi Tanah Melayu Berhad
16. Khazanah Nasional Berhad
17. Kumpulan Modal Perdana Sdn. Bhd.
18. Malaysia Batek and Handicrafts Berhad
19. Malaysia Debt Ventures Berhad
20. Malaysia Digital Economy Corporation Sdn. Bhd.

21. Malaysian Bioeconomy Development Corporation Sdn. Bhd.
22. Malaysian Kuwaiti Investment Co. Sdn. Bhd.
23. Malaysia Rail Link Sdn. Bhd.
24. Mass Rapid Transit Corporation Sdn. Bhd.
25. MIMOS Berhad
26. MRANTI Corporation Sdn. Bhd.
27. Mutiara Smart Sdn. Bhd.
28. MyCreative Ventures Sdn. Bhd.
29. MyHSR Corporation Sdn. Bhd.
30. PBLT Sdn. Bhd.
31. Pengurusan Aset Air Berhad
32. Perbadanan Nasional Berhad
33. Petroliam Nasional Berhad (PETRONAS)
34. Prasarana Malaysia Berhad
35. Prokhas Sdn. Bhd.
36. Rangkaian Hotel Seri Malaysia Sdn. Bhd.
37. Sepang International Circuit Sdn. Bhd.
38. SIRIM Berhad
39. Small Medium Enterprise Development Bank Malaysia Berhad
40. SRC International Sdn. Bhd.
41. Suria Strategic Energy Resources Sdn. Bhd.
42. Syarikat Perumahan Negara Berhad
43. UDA Holdings Berhad
44. Urusharta Jamaah Sdn. Bhd.

(ii) MAJORITI – <i>SPECIAL PURPOSE VEHICLE</i> (SPV)	
1.	Actius Terra Global Holdings Sdn. Bhd.
2.	AES Solutions Sdn. Bhd.
3.	Aset Tanah Nasional Berhad
4.	Assets Global Network Sdn. Bhd.
5.	DanaInfra Nasional Berhad
6.	GovCo Holdings Berhad
7.	Innocorp Ventures Sdn. Bhd.
8.	K.L. International Airport Berhad
9.	Malaysia Development Holding Sdn. Bhd.
10.	Malaysian Sovereign Sukuk Berhad
11.	Malaysia Sukuk Global Berhad
12.	Malaysia Wakala Sukuk Berhad
13.	MKD Aman Makmur Sdn. Bhd.
14.	Pembangunan Modal Penjana Sdn. Bhd.
15.	Pembinaan PFI Sdn. Bhd.
16.	Pengurusan Danaharta Nasional Berhad
17.	Perwaja Terengganu Sdn. Bhd.
18.	Piramid Pertama Sdn. Bhd.
19.	PlatCOM Ventures Sdn. Bhd.
20.	Pyrotechnical Managers Holdings Sdn. Bhd.
21.	SDE Solutions Sdn. Bhd.
22.	South Side Jewel Sdn. Bhd.
23.	Syarikat Jaminan Kredit Perumahan Bhd.

24. Syarikat Jaminan Pembiayaan Perniagaan Berhad
25. Syarikat Tanah dan Harta Sdn. Bhd.
26. Transit Acquirer Sdn. Bhd.
27. Turus Pesawat Sdn. Bhd.
28. Urus Dana Sdn. Bhd.
29. Wakala Global Sukuk Berhad
(iii) MINORITI
1. ASEAN Potash Chaiphum Public Company Limited
2. Digital Nasional Berhad
3. International Rubber Consortium Limited
4. Permodalan Nasional Berhad
5. Syarikat Perumahan Pegawai Kerajaan Sendirian Berhad
(iv) SPECIAL SHARES
1. Aerospace Technology Systems Corp. Sdn. Bhd.
2. Bintulu Port Holdings Berhad
3. Bintulu Port Sdn. Bhd.
4. Commerce Dot Com Sdn. Bhd.
5. FGV Holdings Berhad
6. HICOM Holding Berhad
7. Johor Port Berhad
8. Konsortium Pelabuhan Kemaman Sdn. Bhd.
9. Kuantan Port Consortium Sdn. Bhd.
10. Labuan Shipyard & Engineering Sdn. Bhd.
11. Lumut Naval Shipyard Sdn. Bhd.

12. Malaysia Airports Holdings Berhad
13. Malaysia Airports Sdn. Bhd.
14. Malaysia Airports (Sepang) Sdn. Bhd.
15. Malaysian Airline System Berhad
16. Malaysian Maritime Academy Sdn. Bhd.
17. Malaysia Venture Capital Management Berhad
18. MARDEC Berhad
19. Medical Online Sdn. Bhd.
20. MISC Berhad
21. National Aerospace & Defence Industries Sdn. Bhd.
22. National Feedlot Corporation Sdn. Bhd.
23. Northport (Malaysia) Bhd.
24. Padiberas Nasional Berhad
25. Pelabuhan Tanjung Pelepas Sdn. Bhd.
26. Penang Port Sdn. Bhd.
27. Pos Malaysia Berhad
28. Projek Lebuhraya Usahasama Berhad
29. Sabah Electricity Sdn. Bhd.
30. Senai Airport Terminal Services Sdn. Bhd.
31. Syarikat Bekalan Air Selangor Sdn. Bhd.
32. Telekom Malaysia Berhad
33. Tenaga Nasional Berhad
34. Westports Malaysia Sdn. Bhd.

(b) <i>COMPANY LIMITED BY GUARANTEE</i>
1. Agensi Pelaksanaan Ekonomi dan Koordinasi Strategik Nasional
2. Genovasi Foundation
3. Steinbeis Malaysia Foundation
4. Technology Depository Agency Berhad



APPENDIX B – QUESTIONNAIRE

EFFECTS OF MOTIVATIONAL FACTORS TOWARDS EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE IN SELECTED MALAYSIAN GOVERNMENT LINKED COMPANIES.

I hope this message finds you well. Your valuable insights are crucial to our research on the " Effects of Motivational Factors Towards Employee Engagement and Employee Performance in Selected Malaysian Government Linked Companies (GLCs)." Your participation in this survey will contribute significantly to the understanding of the dynamic relationship between motivational factors, employee engagement, and performance within the unique context of GLCs in Malaysia. The primary aim of this survey is to explore the various motivational factors that influence employee performance and, consequently mediate by the employee engagement within the framework of Malaysian GLCs. By gaining a deeper understanding of these dynamics, we hope to provide valuable insights that can contribute to the enhancement of employee motivation and employee satisfaction. Thank you.

Muhammad Hafiz bin Hamzah
DBA Candidate UUM
OYA, Graduate School of Business,
Universiti Utara Malaysia
06010, Sintok, Kedah
Tel: 017-685 7158

SECTION A: DEMOGRAPHIC DETAILS

Kindly fill in the tick the appropriate box.

Gender	Male	
	Female	
Age Group	21 - 25 years old	
	26 - 35 years old	
	36 - 45 years old	
	More than 46 years old	
Education Level	Diploma	
	Bachelor's Degree	
	Master's Degree	
	Doctoral Degree	
	Others	
Job Level	Non-Executive and below	
	Jr. Executive – Sr. Executive	
	Deputy Manager – Manager	
	Senior Manager and Above	
Years of Service	Less than 1 years	
	Above 1 years and less 3 years	
	Above 3 years and less 6 years	

	More than 6 years and above	
Ethnicity	Malay	
	Chinese	
	Indian	
	Others	

SECTION B: WORK ENVIRONMENT

Kindly rate your level of agreement with the statement using the below scale;

 Scale 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 - Strongly Agree UUM Universiti Utara Malaysia						
No	Questions	1	2	3	4	5
WE1	The physical conditions (e.g., lighting, temperature, noise level) in my workplace support my productivity.					
WE2	I enjoy working in my office.					
WE3	My organisation effectively promotes a healthy work-life balance.					

WE4	I am satisfied with the cleanliness and tidiness of my work environment.					
WE5	My organisation provides adequate resources and tools to perform my job effectively.					

SECTION C: REWARDS AND RECOGNITION

Kindly rate your level of agreement with the statement using the below scale;

Scale 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 - Strongly Agree						
No	Questions	1	2	3	4	5
RR1	Rewards and recognition are important in motivated me to perform better at work.					
RR2	I did receive rewards or recognition for my work performance.					
RR3	The current reward and recognition system in my organisation are fair and transparent.					

RR4	The current reward and recognition system align with my performance expectations.					
RR5	My Organisation always give a public recognition in company meetings or newsletters to acknowledge staff achievements.					

SECTION D: PROMOTION

Kindly rate your level of agreement with the statement using the below scale;

 Scale 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 - Strongly Agree 						
No	Questions	1	2	3	4	5
PT1	Promotion is importance in motivating me to perform better at my work.					

PT2	I am satisfied with the promotion opportunities available in my organisation.					
PT3	The current promotion system in my organisation is fair and transparent.					
PT4	The promotion is aligned with employee performance in my organisation.					
PT5	Promotions have boost employee morale and performance in my organisation.					

SECTION E: ORGANISATIONAL SUPPORT

Kindly rate your level of agreement with the statement using the below scale;

Scale
1 – Strongly Disagree
2 – Disagree
3 – Neutral
4 – Agree
5 - Strongly Agree

No	Questions	1	2	3	4	5
OS1	My organisation actively encourages me to pursue professional development opportunities in order to increase my chances of promotion.					
OS2	I always receive support from my organisation to perform my job effectively.					
OS3	The organisation always promotes a culture of employee development and growth.					
OS4	I always receive high level of support from my immediate supervisor or manager in achieving my performance goals.					
OS5	I am satisfied with the organisation's efforts to foster a positive and inclusive work environment.					

SECTION F: ETHICAL LEADERSHIP

Kindly rate your level of agreement with the statement using the below scale;

Scale						
1 – Strongly Disagree						
2 – Disagree						
3 – Neutral						
4 – Agree						
5 - Strongly Agree						
No	Questions	1	2	3	4	5
EL1	Ethical leadership is importance in motivating me to perform better at work.					
EL2	My leaders and managers always demonstrate ethical behaviour and integrity in their actions and decisions.					
EL3	My organisation always promotes a culture of ethical behaviour and compliance with ethical standards.					
EL4	My leaders always communicate and emphasize the importance of ethical conduct in the workplace.					

EL5	My organisation fosters a sense of purpose and connection to the company's mission and values.					
-----	--	--	--	--	--	--

SECTION G: EMPLOYEE ENGAGEMENT

Kindly rate your level of agreement with the statement using the below scale;

Scale						
1 – Strongly Disagree						
2 – Disagree						
3 – Neutral						
4 – Agree						
5 - Strongly Agree						
No	Questions	1	2	3	4	5
EE1	My organisation provides opportunities for employee involvement and participation in decision-making processes.					
EE2	I am willing to put in extra effort to achieve the goals of my organisation.					

EE3	I always have the opportunity to collaborate and work in teams to achieve common goals.					
EE4	I find my work to be meaningful and fulfilling					
EE5	I am committed to the success of my team and organisation					

SECTION H: EMPLOYEE PERFORMANCE

Kindly rate your level of agreement with the statement using the below scale;

 Scale 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 - Strongly Agree						
No	Questions	1	2	3	4	5
EP1	I receive feedback on my performance from my supervisor on a regular basis.					

EP2	I feel comfortable discussing my performance and development goals with my supervisor.					
EP3	I show enthusiasm and energy in completing my tasks.					
EP4	I am confident in my ability to perform my job effectively.					

-End of Questionnaire-

