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(AIJBES)www.aijbess.comORGANIZATIONAL COMMITMENT AS A MEDIATOR OF THE
RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB
PERFORMANCE OF CIVIL SERVANTS IN MALAYSIA:
COMPREHENSIVE MINI REVIEWMohd Azhar Mohd Yusuff¹, Suzyanty Mohd Shokory^{2*}¹ Faculty of Management and Economics, Sultan Idris Education University, Malaysia
Email: p20231000047@siswa.upsi.edu.my² Faculty of Management and Economics, Sultan Idris Education University, Malaysia
Email: suzyanty@fpe.upsi.edu.my

* Corresponding Author

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Abstract:

Purpose: This comprehensive mini review explores the mediating role of organizational commitment in the relationship between job satisfaction and job performance, with specific attention to Malaysia's civil service sector. Its objective is to determine whether organizational commitment offers a more consistent and nuanced explanation of how employee satisfaction translates into performance outcomes, particularly in a context where public accountability, efficiency, and service quality are critical to governance effectiveness. **Methods:** A systematic literature search was conducted using Scopus and Google Scholar (search date: 25 August 2025), yielding 412 studies, of which 82 met the inclusion criteria for detailed review. Boolean operators and keywords such as "organizational commitment," "job satisfaction," "job performance," and "civil servants" were applied. Inclusion criteria focused on peer-reviewed studies addressing organizational commitment as a mediating factor within the Malaysian public sector context, while exclusion criteria removed non-English publications, studies without explicit reference to the mediator, and grey literature. **Results:** The findings indicate that organizational commitment encompassing affective, continuance, and normative dimensions plays a pivotal role in reinforcing the job satisfaction and performance relationship. Commitment enhances motivation, loyalty, and extra-role behaviors, thereby addressing inconsistencies in direct satisfaction and performance associations. However, challenges remain, including cultural and institutional variability, risks of burnout when commitment is unsupported by organizational resources, and difficulties in capturing psychological constructs through digital monitoring tools. While emerging technologies such as human resource management systems (HRMS), engagement platforms, and e-government dashboards provide avenues for

strengthening commitment, they also raise concerns about privacy, fairness, and generalizability. **Conclusion:** Organizational commitment provides theoretical clarity and practical pathways for enhancing civil servant performance in Malaysia by aligning individual attitudes with institutional goals. Future research should adopt longitudinal and context-sensitive designs that integrate cultural values, leadership styles, and technological developments. Practically, leadership training, transparent career progression, and recognition systems embedded within civil service reforms offer promising avenues to strengthen organizational commitment and, in turn, workforce effectiveness and governance outcomes.

Keywords:

Organizational Commitment, Job Satisfaction and Job Performance

Introduction

The relationship between job satisfaction and job performance has long been a central focus in organizational psychology and management research (Rafi'i et al., 2025). Civil service institutions, as pivotal agents of governance and public service delivery, rely heavily on the efficiency, motivation, and commitment of their employees (Din et al., 2025). In Malaysia, the performance of civil servants has come under increasing scrutiny, driven by rising public expectations for transparency, efficiency, and accountability (Karini, 2025). Thus, understanding the determinants of employee performance is not only an academic concern but also a critical societal imperative (Krishnan & Rathakrishnan, 2025).

Although job satisfaction is frequently cited as a predictor of performance, prior research has yielded mixed results regarding the strength and consistency of this relationship (Wandycz-Mejias et al., 2025). Some studies report a direct and positive association, whereas others find weak or insignificant links. These inconsistencies have led scholars to explore intervening variables that clarify when and how satisfaction translates into improved performance. Among these, organizational commitment employees' psychological attachment to their organization has emerged as a key mediator (Al Shbail et al., 2025). By fostering loyalty and a shared sense of purpose, organizational commitment may strengthen the job satisfaction–performance nexus (Li et al., 2025).

This mini review seeks to synthesize the literature on the mediating role of organizational commitment in the job satisfaction–performance relationship, with a particular focus on the Malaysian civil service. Three thematic areas are emphasized: (i) the theoretical foundations linking satisfaction, commitment, and performance; (ii) empirical evidence on organizational commitment as a mediator; and (iii) contextual factors unique to Malaysia's civil service that may shape these dynamics. In doing so, the review addresses gaps in understanding the mechanisms underlying employee performance and highlights areas where findings remain inconclusive.

Overall, this review contends that organizational commitment serves as a pivotal bridge between job satisfaction and performance outcomes. Nevertheless, the complexity of this relationship suggests that future research should account for cultural, institutional, and policy-specific factors influencing civil servants' attitudes and behaviors. By clarifying these

dynamics, the paper aims to contribute insights for both scholars and policymakers seeking to strengthen the effectiveness of Malaysia's public sector.

While the purpose is clear, this review also addresses research gaps that remain underexplored. Much of the prior evidence has been based on Western-centric models, with limited attention given to Malaysia's unique public sector context. Furthermore, existing studies often treat job satisfaction and performance as directly related, overlooking the mediating role of organizational commitment. This gap is crucial, as Malaysia's civil service is currently undergoing reforms and rapid digitalization in governance. Strengthening organizational commitment is therefore not only theoretically significant but also practically urgent to ensure that reforms succeed and that digital transformation translates into sustainable improvements in performance. In addition, by focusing on Malaysia's civil service, this review provides localized insights that enrich the global literature and offer context-specific recommendations for policymakers, managers, and scholars aiming to enhance both employee well-being and organizational effectiveness.

Methodology

A comprehensive literature search was conducted using Scopus and Google Scholar to identify relevant studies on organizational commitment as a mediator between job satisfaction and job performance, particularly in the Malaysian civil service context. Boolean search strings were applied as follows:

("organizational commitment" OR "commitment" OR "employee engagement" OR "workplace loyalty") AND ("job satisfaction" OR "employee satisfaction" OR "work satisfaction" OR "job contentment") AND ("job performance" OR "work performance" OR "employee performance" OR "productivity") AND ("civil servants" OR "public sector" OR "government employees" OR "public servants") AND ("Malaysia" OR "Malaysian").

The search was conducted on 25 August 2025, and keywords such as job satisfaction, organizational commitment, and job performance were consistently applied. Various article types, including original research, systematic reviews, meta-analyses, and case studies, were considered for inclusion.

An initial pool of 412 articles was retrieved. After removing duplicates and screening titles and abstracts, 186 studies were retained for full-text review. Following the application of inclusion and exclusion criteria, a final set of 82 articles was included in this mini-review. While a full PRISMA flow diagram was not generated due to the scope of a mini-review, the selection process adhered to systematic review principles to maintain rigor and transparency.

Inclusion Criteria

- Studies discussing organizational commitment as a mediating factor highlight that while job satisfaction is traditionally associated with higher performance, evidence remains inconsistent; organizational commitment (affective, continuance, normative) provides a more nuanced explanation of when and how satisfaction translates into improved performance among Malaysian civil servants.
- Studies focusing on the application of organizational commitment in the civil service context emphasize that committed employees demonstrate stronger loyalty, lower turnover, and greater willingness to perform extra-role tasks, though this is challenged

by bureaucratic rigidity, resource constraints, and limited promotion opportunities that may weaken the satisfaction–performance link.

- Studies analyzing strengths, limitations, and potential applications suggest that organizational commitment strengthens the alignment between employee attitudes and institutional outcomes, but limitations include risks of burnout from excessive commitment without adequate support, as well as inconsistencies in measuring satisfaction and performance across cultures. Emerging tools such as human resource management systems (HRMS), employee engagement platforms, and e-government dashboards offer practical ways to assess and enhance commitment, though concerns remain about privacy, fairness, and whether digital systems can fully capture complex psychological constructs.
- Studies published in English

Exclusion Criteria

- Studies published in languages other than English were excluded.
- Studies that discuss job satisfaction, job performance, or civil service outcomes without explicit reference to organizational commitment as a mediating factor were excluded.
- Grey literature (e.g., conference abstracts, unpublished reports) was excluded to ensure the quality and reliability of the review findings.

Potential Bias

Limiting the review to English-language articles may have excluded potentially relevant Malaysian or regional studies published in Malay or other local languages. Additionally, reliance on Scopus and Google Scholar, while comprehensive, may have overlooked studies indexed in other specialized databases. These constraints are acknowledged as potential sources of bias.

This structured process ensured transparency, replicability, and reliability in synthesizing evidence for this mini-review.

Discussion And Result

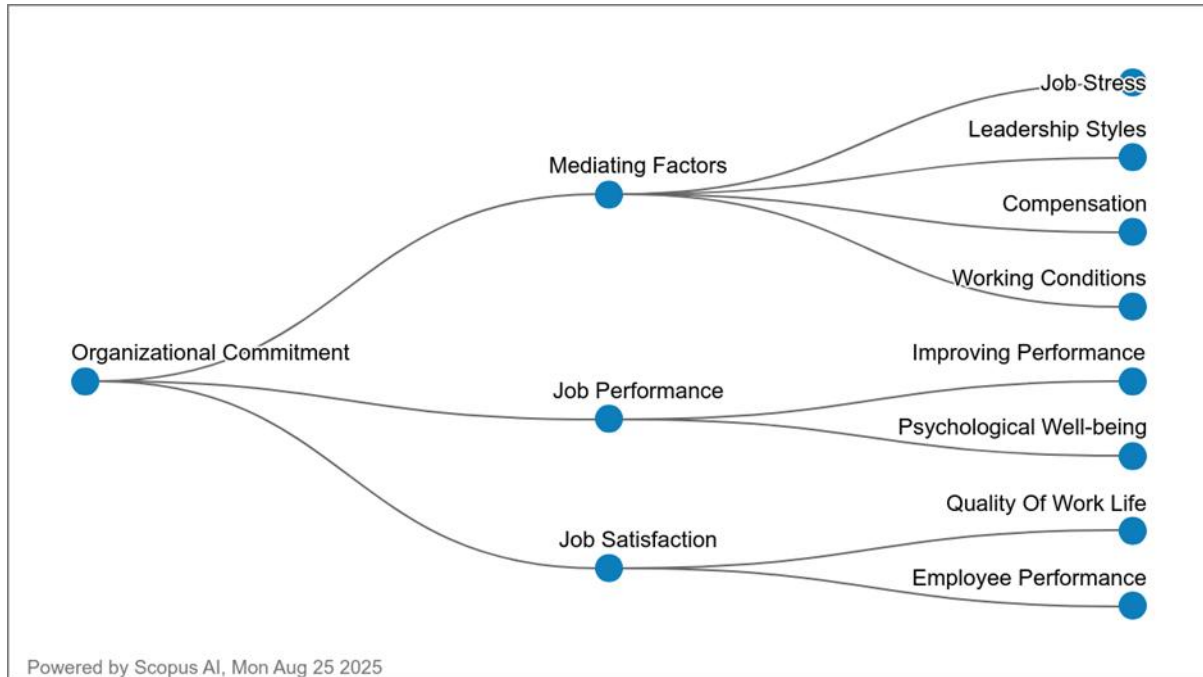


Figure 1: Organizational Commitment As A Mediator Of The Relationship Between Job Satisfaction And Job Performance generated by Scopus AI Analyzer

Current Status of Organizational Commitment As A Mediator Of The Relationship Between Job Satisfaction And Job Performance Of Civil Servants In Malaysia based on theme Mediating Factors

The relationship between job satisfaction and job performance has been extensively examined, yet findings remain inconclusive, prompting scholars to consider organizational commitment as a critical mediator that clarifies when and how satisfaction translates into improved performance. Defined across affective, continuance, and normative dimensions, organizational commitment reflects employees' loyalty and attachment to their organizations and is particularly relevant in Malaysia's civil service, where accountability and public trust are paramount.

Specifically, affective commitment strengthens the satisfaction–performance link through emotional attachment, motivating employees to align their goals with organizational values, which enhances both task and contextual performance. Continuance commitment mediates by emphasizing the perceived costs of leaving; while it sustains task performance, it often limits extra-role behaviors compared to affective bonds. Normative commitment, meanwhile, translates satisfaction into performance through a sense of obligation and duty, particularly evident in Malaysia's civil service, where national service and moral responsibility are highly valued.

Evidence shows that commitment enhances motivation, reduces turnover, and promotes extra-role behaviors, thereby strengthening the satisfaction–performance link, though challenges such as bureaucratic rigidity, limited resources, and inconsistent measurement approaches complicate its role.

Current Status of Organizational Commitment As A Mediator Of The Relationship Between Job Satisfaction And Job Performance Of Civil Servants In Malaysia based on theme Job Performance

Job performance is a critical determinant of organizational effectiveness, particularly within Malaysia's civil service where efficiency, accountability, and public trust depend on employees' capacity to perform. While job satisfaction has traditionally been associated with performance, inconsistent findings have prompted scholars to highlight organizational commitment encompassing affective, continuance, and normative dimensions as a key mediator that fosters loyalty, motivation, and alignment with organizational goals.

Affective commitment enables satisfied employees to engage deeply in their tasks and willingly contribute to teamwork and innovation. Continuance commitment ensures retention and stability, though its effect is often limited to task performance. Normative commitment compels employees to go beyond formal duties out of obligation, sustaining contextual performance even in challenging conditions.

Evidence indicates that committed civil servants are more engaged, less likely to leave, and more willing to go beyond formal duties, yet risks of frustration, burnout, and stagnation emerge when commitment is not matched with institutional support.

Current Status of Organizational Commitment As A Mediator Of The Relationship Between Job Satisfaction And Job Performance Of Civil Servants In Malaysia based on theme Job Satisfaction

Job satisfaction, defined as employees' overall sense of fulfillment with their work, is widely recognized as a driver of morale, reduced absenteeism, and extra-role behaviors, making it highly relevant in Malaysia's civil service where efficiency and accountability underpin public trust. Yet, its direct effect on performance remains contested, with mixed empirical evidence highlighting the need to examine organizational commitment as a key mediator.

When employees are satisfied, affective commitment encourages genuine attachment and drives them to achieve beyond expectations. Continuance commitment ensures that satisfaction translates into consistency in task delivery because of the perceived risks of leaving. Normative commitment reinforces satisfaction through a moral obligation to serve, sustaining contextual performance even in bureaucratic environments.

Commitment spanning affective, continuance, and normative dimensions translates satisfaction into higher performance by fostering loyalty, motivation, and alignment with organizational goals, though its influence is shaped by Malaysia's bureaucratic structures, cultural values, and resource constraints.

Future-Oriented Commentary

Recent developments highlight the use of digital tools such as HRM systems, engagement platforms, and e-government initiatives in fostering commitment. While these innovations may support accountability and monitoring, concerns remain regarding privacy, fairness, and whether technology can adequately capture deeper psychological constructs. Moreover, the effectiveness of such tools depends heavily on organizational readiness, leadership support, and employees' digital literacy, which can vary significantly across ministries and agencies. If not implemented with proper safeguards and training, these systems risk creating resistance, widening digital divides, and reducing trust among employees. Therefore, while digitalization

offers potential to complement traditional HR practices, it should be viewed as an enabler rather than a substitute for deeper cultural and structural reforms that strengthen affective, continuance, and normative commitment within Malaysia's civil service.

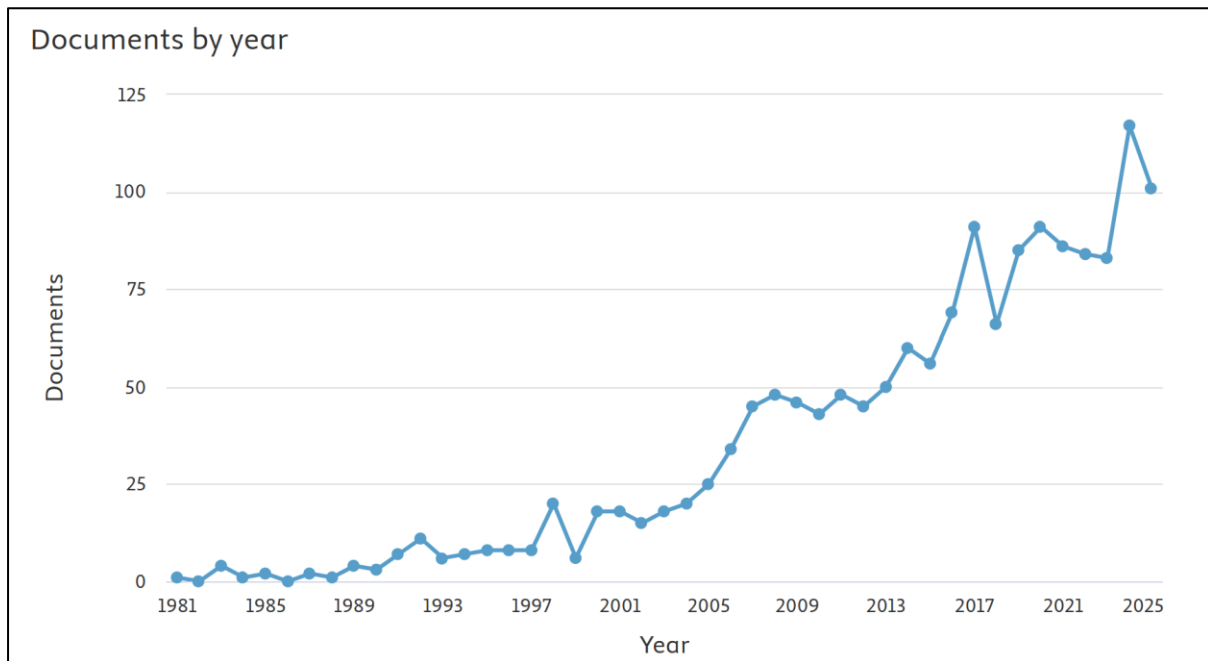


Figure 2: Document By Year Generated By Scopus

Table 1: Most Recent Research Article In Organizational Commitment As A Mediator Of The Relationship Between Job Satisfaction And Job Performance

Authors	Year	Contribution Area
Tu L.; Rao Z.; Jiang H.; Dai L.	2025	Technostress, burnout, job satisfaction, and organizational commitment in STEM education
Tera T.; Amentie C.; Nemera G.	2025	Job resources, job satisfaction, employee engagement, and performance in Ethiopian public sector
Judi A.; Parizad N.; Mohammadpour Y.; Alinejad V.	2025	Professional autonomy, job satisfaction, organizational commitment, and performance in nursing
Alnehabi M.; Al-Mekhlafi A.-B.A.	2025	Organizational commitment, organizational identification, turnover intention in Saudi banking
Udin U.; Dananjoyo R.; Shaikh M.	2025	Transactional leadership and its impact on satisfaction, empowerment, and performance in public sector
Khalid M.; Imad A.L.; Amal A.; Otmane A.	2025	Impact of professional stress on organizational commitment in Moroccan hospitals
Karageorgaki E.; Adamopoulos I.P.; Valamontes A.	2025	Organizational behavior and job satisfaction in healthcare (psychiatric services)

Al-Muzahimi M.K.R.M.;	2025	Servant leadership practices and job
Abunaser F.M.; Al-Housni H.A.M.		satisfaction/commitment in Omani education
Boskma A.C.P.; Oerbekke M.S.;	2025	Workforce well-being, job satisfaction, and
Hooft L.; Franx A.; Schaufeli W.;		commitment in Dutch university medical
Van Der Laan M.J.		centers
Babu R.J.K.; Rajeswari P.S.; Babu	2025	HRM practices, job satisfaction, and
S.		organizational commitment in weaving
		cooperatives

Conclusion

This comprehensive mini-review provides new insights into how organizational commitment mediates the relationship between job satisfaction and job performance among Malaysian civil servants. The findings emphasize that job satisfaction alone is insufficient to ensure consistent performance; rather, the mediating role of affective, continuance, and normative commitment is critical in translating satisfaction into enhanced task and contextual outcomes.

From a theoretical perspective, the review reaffirms Herzberg's Two-Factor Theory by demonstrating how recognition and leadership act as motivators that foster affective commitment. Similarly, continuance commitment reflects the rational dimension of Meyer and Allen's model, ensuring that satisfied employees remain productive to avoid the costs of turnover. Normative commitment is reinforced by Malaysia's public sector ethos of duty and service, linking satisfaction to broader organizational and societal goals.

Practical recommendations can be directly tied to these theoretical mechanisms. Reforms such as leadership training and recognition programs strengthen affective commitment by building emotional attachment and trust. Clear KPIs, transparent promotion systems, and fair performance evaluations reinforce continuance commitment by reducing uncertainty and increasing the perceived benefits of staying within the organization. Finally, stable policies and integrity-driven reforms enhance normative commitment, nurturing a sense of duty and loyalty to public service.

Nevertheless, this review has several limitations. First, its focus on Malaysia limits generalizability across broader regional and international contexts. Second, as a mini-review, it does not fully adhere to systematic review protocols such as PRISMA, which may constrain replicability. Third, reliance on published literature raises the possibility of publication bias, as studies with null or negative results may be underrepresented. These limitations highlight the need for future research that employs broader comparative designs, systematic methodologies, and mixed methods to capture more nuanced dynamics of satisfaction, commitment, and performance across different public sector contexts.

Future research could build on these insights by exploring more specific questions. For example, how do different leadership styles in Malaysia's civil service strengthen or weaken affective commitment? To what extent do policy stability and bureaucratic reforms shape continuance and normative commitment? Similarly, comparative studies could examine how patterns of organizational commitment differ between public and private sectors, or between Malaysia and neighboring ASEAN countries. In addition, the growing role of digital HRM systems and e-government platforms raises important questions about whether technology can foster or undermine affective and normative commitment, depending on employees' digital literacy. Finally, longitudinal and mixed-methods designs are recommended to capture the

dynamic and multifaceted interplay between job satisfaction, organizational commitment, and job performance over time.

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