

**THE STRUCTURAL RELATIONSHIPS BETWEEN  
ORGANIZATIONAL STRUCTURE, JOB CHARACTERISTICS,  
WORK INVOLVEMENT, AND JOB PERFORMANCE AMONG  
PUBLIC SERVANTS**

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STRUCTURE, JOB CHARACTERISTICS, WORK INVOLVEMENT, AND JOB  
PERFORMANCE AMONG PUBLIC SERVANTS**

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**By**

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## ABSTRAK

Kajian ini mengenalpasti hubungan berstruktur di antara struktur organisasi, ciri-ciri kerja, penglibatan kerja, dan prestasi kerja. Seramai 268 orang penjawat awam dari agensi dan jabatan di bawah Kementerian Pertanian dan Industri Asas Tani telah terlibat dalam kajian ini. Objektif utama kajian ialah untuk mengenalpasti peranan signifikan penglibatan kerja sebagai perantara dalam hubungan di antara struktur organisasi, ciri-ciri kerja, dan prestasi kerja para penjawat awam. Struktur organisasi terdiri daripada pembuatan keputusan, hirarki kuasa, kodifikasi kerja, dan pemerhatian peraturan manakala ciri-ciri kerja meliputi aspek-aspek kepelbagaian kemahiran, identiti tugas, signifikasi tugas, autonomi, dan maklumbalas. Prestasi kerja diukur dari segi prestasi tugas dan gelagat kewarganegaraan organisasi.

Objektif pertama kajian ialah menganalisa kesahan konstruk bagi setiap instrumen yang digunakan. Hasil kajian mendapati kesemua model pengukuran individu dan keseluruhan mempunyai tahap kesesuaian yang mencukupi dengan data yang diperolehi dalam konteks sektor awam, khususnya jabatan dan agensi di bawah Kementerian Pertanian dan Industri Asas Tani di utara Semenanjung Malaysia. Kesemua instrumen juga menunjukkan nilai psikometrik yang baik, terutamanya dalam aspek kesahan konstruk dan kebolehpercayaan ketekalan dalaman. Ini bermaksud kesemua instrumen terjemahan Bahasa Malaysia tersebut sesuai digunakan dalam kajian di Malaysia pada masa akan datang.

Objektif kedua kajian adalah mengenalpasti pengaruh kesemua dimensi dalam struktur organisasi dan ciri-ciri kerja ke atas penglibatan kerja dan prestasi kerja. Hasil kajian mendapati signifikasi tugas, maklumbalas, dan kodifikasi kerja mempunyai kesan positif terhadap penglibatan kerja. Kajian juga mendapati kepelbagaian kemahiran mempengaruhi secara positif prestasi kerja para perjawat awam manakala kodifikasi kerja memberi kesan negatif terhadap prestasi kerja secara keseluruhan. Penglibatan kerja juga mempunyai impak yang positif terhadap prestasi kerja. Selain itu, hasil kajian mendapati penglibatan kerja mempunyai pengaruh yang signifikan terhadap prestasi tugas, tetapi bukan ke atas gelagat kewarganegaraan organisasi. Analisis regresi juga menunjukkan autonomi dan hirarki kuasa mempunyai pengaruh signifikan terhadap gelagat kewarganegaraan organisasi, tetapi bukan ke atas prestasi tugas dan prestasi kerja secara keseluruhan.

Kajian mendapati penglibatan kerja merupakan perantara yang signifikan di antara kodifikasi kerja dan prestasi tugas, gelagat kewarganegaraan organisasi, dan keseluruhan prestasi kerja. Selain itu, penglibatan kerja merupakan perantara yang signifikan bagi hubungan antara signifikasi tugas and prestasi tugas, gelagat kewarganegaraan organisasi, dan prestasi kerja. Hasil keputusan yang sama diperolehi untuk dimensi maklumbalas and prestasi tugas, gelagat kewarganegaraan organisasi, dan prestasi kerja. Kajian juga menganalisa dua model berstruktur berasaskan hipotesis. Model berstruktur berasaskan hipotesis yang pertama mengkaji turutan kedua model pengukuran untuk prestasi kerja sebagai pembolehubah bersandar. Model tersebut mendapati 66.5 peratus varians untuk penglibatan kerja dijelaskan oleh dimensi-dimensi struktur organisasi dan ciri-ciri kerja. Namun, peratus varians dijelaskan oleh dimensi-dimensi dalam pemboleh ubah tidak bersandar dan perantara bagi prestasi kerja hanya 17.2 peratus. Model berstruktur berasaskan hipotesis yang kedua pula mengkaji turutan pertama model pengukuran untuk prestasi kerja sebagai pembolehubah bersandar di mana 66.1 peratus varians dalam penglibatan kerja dijelaskan oleh faktor-faktor yang terdapat dalam struktur organisasi dan ciri-ciri kerja. Selain itu, peratus varians dijelaskan oleh dimensi-dimensi dalam pemboleh ubah tidak bersandar dan perantara bagi prestasi tugas dan gelagat kewarganegaraan organisasi adalah 28.8 and 2.8 peratus. Kajian ini juga mengenalpasti kesan langsung struktur organisasi dan ciri-ciri kerja ke atas prestasi kerja. Berdasarkan model berstruktur bersaing, status penglibatan kerja sebagai perantara penuh atau separa dilaporkan. Model berstruktur bersaing juga mendapati 34.5 dan 11.8 peratus varians dalam prestasi tugas dan gelagat kewarganegaraan organisasi dijelaskan oleh semua dimensi dalam pembolehubah tidak bersandar. Akhir sekali, beberapa implikasi teoretikal dan praktikal serta haluan untuk kajian di masa akan datang turut dibincangkan.

## ABSTRACT

This study examined the structural relationships between organizational structure, job characteristics, work involvement, and job performance. A total of 268 of public servants from the agencies and departments under the Ministry of Agriculture and Agro-based Industries participated in the study. The main objective of the study was to identify the significance of work involvement as a plausible mediator between organizational structure and job characteristics and job performance of public servants. Organizational structure consisted of decision making, hierarchy of authority, job codification, and rule observation while job characteristics comprised of skill variety, task identity, task significance, autonomy, and feedback. Job performance was measured in terms of task performance and organizational citizenship behavior (OCB).

The first objective was to assess the construct validity of the Malay-translated version of the instruments used in the study. The research results reported that all hypothesized individual as well as overall measurement models showed adequate fit with the data collected within the Malaysian public sector context, particularly for departments and agencies in the Ministry of Agriculture and Agro-based Industries located in the northern region of the Peninsular Malaysia. Importantly, all of the Malay-translated instruments were reported to have good psychometric properties, especially in terms of construct validity and internal consistency reliability, indicating their utility in future Malaysian studies.

The second objective was to examine the influence of all dimensions in organizational structure and job characteristics factors on work involvement and job performance. This study reported that task significance, feedback, and job codification had positively impacted work involvement of public servants. It was also found that skill variety had positively influenced overall job performance of the public servants while job codification negatively influenced their overall job performance. Work involvement was also found to have a positive impact on the overall job performance of the public servants in this study. It was also found that only work involvement had a significant influence on task performance but



not OCB. The regression results also indicated that autonomy and hierarchy of authority had a significant influence on OCB but not task performance and overall job performance.

This study reported that work involvement served as a significant mediator for the relationship between job codification and task performance, OCB, and overall job performance. Work involvement was also found to be a significant mediating factor for the relationships between task significance and task performance, OCB, and job performance. The similar result was reported for feedback and task performance, OCB, and overall job performance. Additionally, this study analyzed two hypothesized structural models. The first hypothesized structural model analyzed the second-order job performance measurement model as the dependent variable. The results indicated that 66.5 percent of the variance that explained public servants' work involvement was accounted for by the dimensions in job characteristics and organizational structure factors. However, only 17.2 percent of the variance that explained job performance was accounted for by dimensions in organizational structure, job characteristics, and work involvement constructs.

The second hypothesized structural model examined the first-order job performance measurement model as the dependent variable. Similarly, the second hypothesized structural model reported that all dimensions in the independent variables explained 66.1 percent of employees' work involvement. Moreover, the percentage of variance that explained task performance and OCB were 28.8 and 2.8 percent, respectively. This also study evaluated the direct effect of organizational structure and job characteristics on the first-order and second order job performance measurement model. Based on the competing structural model, the mediating status of work involvement, i.e. fully or partially mediating, was reported. The results of the competing structural model indicated that the percentage of variance that explained task performance and OCB were 34.5 and 11.8 percent respectively. Finally, theoretical, practical, and methodological contributions as well as directions for future research were discussed.

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## LIST OF ABBREVIATIONS

AMOS	Analysis of Moments Structure
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
GNS	Growth Needs Strength
IMD	Institute of Management Development
JCI	Job Characteristics Inventory
JDS	Job Diagnostic Survey
KSAOs	Knowledge, Skills, Abilities, and Other Characteristics
MAMPU	Malaysia Administrative Modernization and Management Planning Unit
NC	Normed Chi-Square
NCER	Northern Corridor Economic Region
OCB	Organizational Citizenship Behavior
PAF	Principal Axis Factoring
PCA	Principal Component Analysis
RMSEA	Root Mean Square Error of Approximation
RMR	Root Mean Square Residual
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
TLI	Tucker-Lewis Index

# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of the study, the problem statement, research questions, specific research objectives, significance of the study, and operational definitions of the key terms used in this study.

### **1.1 Background of the Study**

The development of the agricultural sector in Malaysia has come a long way since the country achieved Independence in 1957 (Fatimah, 2007; Tengku, 2001). It was after gaining independence that the agricultural sector in Malaysia had become an integral part of the country's economic development, functioning in full force to optimize the full potential of the sector (Norsida, 2007). Comprehensive policies, such as the First Malaya Plan (1956-60) had allocated 26 percent of the total budget for developing the agricultural sector (Government of Malaysia, 2006). The sector also had served as a food supplier, employment provider, export earner, and raw material providers for the agro-based industries (Fatimah, 2007; Norsida, 2007).

At the turn of the 21<sup>st</sup> century, the agricultural sector in Malaysia had taken a backseat in the national economy and planning. As a result, the agricultural sector accounted for by less than one-tenth of the

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