



## Assessing the Influence of Organisational Factors on Civil Servants' Performance at Malaysian Immigration Department, Putrajaya

Nurul Hidayana Mohd Noor<sup>1\*</sup>, Norhamezam Mohd Nor<sup>2</sup>

<sup>1</sup>Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM), Seremban, Negeri Sembilan, 70300 Malaysia

<sup>2</sup>Malaysian Immigration Department, Federal Territory of Putrajaya, 62550 Malaysia

\*Corresponding Author's E-Mail: [hidayana@uitm.edu.my](mailto:hidayana@uitm.edu.my)

### Abstract

**Background:** Employees are an asset for an organisation. Quality employees will indirectly increase the productivity of the organisation. On the other hand, employees who have problems in their jobs can cause harm to the organisation. The performance of civil servants in Malaysia is one of the matters that the current government fully emphasises. Work performance and the quality of services delivered are very significant in the context of the public service. **Objective:** The aim of the study is to examine the factors influencing job performance among Malaysian Immigration Department staff. **Methods:** The study focuses on three factors: work conditions, office layout, furniture equipment, and management support. The study uses a cross-sectional survey, and the data were obtained through a questionnaire distributed to 150 respondents at the Malaysian Immigration Department in Putrajaya. This questionnaire was produced based on previous studies. The data was analysed using the Statistical Package for Social Science (SPSS). The Likert scale examines how strongly the respondents agree or disagree with the statement. The statistical analysis used was descriptive, Pearson correlation, and multiple linear regression. **Results:** The study findings showed that work conditions, office layout, furniture and equipment, and management support positively correlate with job performance. Second, work conditions are the most significant predictor of job performance. **Conclusion:** Changes in aspects of the work environment for the better, especially involving aspects of the physical environment such as employee efficiency, good employment relations at the workplace, implementing aspects of occupational safety and health, and creating a safe work culture, will certainly guarantee employee commitment and improved performance.

**Keywords:** Civil Servants; Furniture and Equipment; Job Performance; Management Support; Office Layout; Work Condition

### Introduction

Job performance is a positive contribution from employees to organisational performance (Mao *et al.*, 2025). Viswesvaran and Ones (2000) stated that employee performance involves task execution, timeline running, employee competence, and working effectively and efficiently. At the same time, Campbell, McHenry and Wise (1990) described performance as a practical effort to achieve a goal or fulfil a job effectively. Next, López-Cabarcos, Vázquez-Rodríguez and Quiñoá-Piñeiro (2022) stated that performance is the achievement of a job when working efficiently and effectively. Work performance is a set of behaviours relevant to achieving organisational goals (Kahya, 2009; Nor, 2025). Civil servants are resources that help organisations carry out administration and achieve goals. Civil servants play an

important role in determining the success or failure of an organisation (Abrori *et al.*, 2024). Government departments that provide the best, most attractive, motivating, and rewarding civil servants based on their abilities and competence tend to experience less employee turnover (Luran *et al.*, 2025).

In the public sector, administrators have recommended a performance-based work culture using Key Performance Indicators (KPIs) implemented in public services to improve the quality of service delivery (Luran *et al.*, 2025). In line with the agency's vision, mission, and functions, every organisation needs to measure service performance to ensure that all services are delivered to customers well (Lee *et al.*, 2025). This can provide a clear picture of organisational performance (Ntshwene *et al.*, 2022). KPIs are simple and effective measurement systems that help organisations determine and control the progress of service processes delivered to customers by the organisation's mission and vision (Dipura & Soediantono, 2022). KPIs are specific measures in specific organisational performance areas. The primary purpose of this study is to analyse the relationship between work conditions, office layout, furniture, equipment, and management support on civil servants' job performance.

According to Cardoso and Gomes (2025), Huang *et al.* (2021) and Wu *et al.* (2021), employee performance is influenced by certain factors such as promotion opportunities, the job itself, and relationships with colleagues and supervision. The reward system is also an element in measuring employee performance (Noorazem *et al.*, 2021). Other studies, such as Hajiali *et al.* (2022), concluded a positive relationship between job satisfaction and performance. Some studies concluded that unproductive hiring, disharmonious work environments, and low compensation hurt employee performance (Chen *et al.*, 2020; Self *et al.*, 2022; Sharif *et al.*, 2021). In addition, the causes of poor performance also include poor working conditions, low rewards and compensation, and lack of promotion opportunities (Basalamah & As'ad, 2021; Hafeez *et al.*, 2019; Taheri *et al.*, 2020). Some studies found ergonomic workstation factors can cause stress among employees and hurt employees, such as frequent absence from work, internal conflicts, and occupational accidents, and thus affect performance (Stack & Ostrom, 2023; Zulkhakim & Yogopriyatno, 2025). Thus, this study examines how employees at the Malaysian Immigration Department, Putrajaya, achieve the level of performance in their jobs and what factors influence their job performance. This study hopes to provide implications, especially for the government, on improving civil servant performance, especially immigration department staff.

Recently, the country has been seen as 'excited', with civil servants being charged in court on corruption charges and disciplinary issues. Some undisciplined civil servants become a thorn in the side of an organisation. Of course, the actions of a few of those who work carelessly are like cancer that spreads and ultimately destroys the reputation of a department. For instance, a total of 50 Malaysian Immigration Department enforcement officers who were arrested by the Malaysian Anti-Corruption Commission (MACC) in September 2024 on suspicion of being involved in a counter-setting syndicate have now been placed in several other units (Bernama, 2024). The MACC has listed 11 significant problems and weaknesses involving the Malaysian Immigration Department, enabling syndicates to bring in foreigners using the counter-setting modus operandi (Roslan, 2024).

Among the leading causes of the problem were lax internal control aspects during duty, which made Immigration officers easily approachable by syndicate agents. Another weakness was the rotation of workplaces for Immigration officers working at Kuala Lumpur International Airport (KLIA) Terminals 1 and 2, which was seen as unsystematic (Roslan, 2024). This unsystematic rotation of work makes it easy for agents and syndicates to deal with supervisory officers or officers in charge of the counter. In this regard, civil servants need to realise that the trust given by the government must be in line with improving their work performance (Bertram *et al.*, 2024). This responsibility involves the quality of service and demands high integrity. Behavior without integrity, such as absenteeism from work without reasonable excuse, lack of friendliness towards customers, or abuse of power, must be avoided (Zakarani & Mohd Noor, 2021). If this responsibility is fulfilled well, civil servants will enjoy better benefits, and the people will also feel the positive impact of a more efficient and integrity-based public service (Abrori *et al.*, 2024; Knies *et al.*, 2024).

## **Literature Review**

### ***Job Performance***

Job performance is the assessment of whether someone is doing a good job. Job performance is part of industrial and organisational psychology and human resource management. Job performance has been defined as the overall expected value of employee behavior carried out over a set period (Viswesvaran & Ones, 2000). Achievement is an important criterion for organisational outcomes and success (Campbell *et al.*, 1990; Mao *et al.*, 2025). The difference between performance and motivation is that performance refers to the results of an evaluation of a person's behavior in determining whether they are good or bad at performing a task, while motivation is one of the factors involved in an employee's job performance (Kahya, 2009; Nor, 2025). Job satisfaction is also a part of job performance. Job performance is one of the most important elements in organisational behavior research and has been considered an important indicator of an effective organisation (López-Cabarcos *et al.*, 2022).

Therefore, an organisation's success depends on its employees' good performance. The Annual Performance Appraisal System evaluates civil servants in Malaysia. This assessment will determine whether they are eligible to receive annual salary increments. Good work performance will qualify them for annual salary increases. Civil servants are evaluated not only based on the length of service but also on the quality and efficiency of their work (Cardoso & Gomes, 2025). Unlike the old system, where salary increases were automatic, in this new system, salary increases are determined by the performance of civil servants. This provides additional motivation for employees to work more productively and efficiently. Those who perform excellently can achieve more significant salary increases in their careers (Zulhakim & Yogopriyatno, 2025).

### ***Work Conditions and Job Performance***

Work conditions mean workplace processes, systems, structures, or conditions that positively impact workforce productivity. Work conditions also include policies, regulations, culture, resources, work relationships, workplace location, and internal and external factors of the work environment that affect the way employees perform their tasks (Bashir *et al.*, 2020; Zakarani & Mohd Noor, 2021). Basalamah and As'ad (2021) interpret work conditions as a determinant of workforce productivity and help employees focus on their tasks properly. This is because most organisations spend much time in the office, where the physical work environment affects employee well-being, performance, and productivity (Sumbul Jahan, 2023). According to Taheri, Miah and Kamaruzzaman (2020), the work conditions affect job satisfaction because employees will prefer to work in a less risky work environment. In addition, Hafeez *et al.* (2019) stated that good work conditions, such as a healthy work environment, work-life balance, psychological state, motivation level, social dialogue, consistent management and leadership, and transparency, develop a good work condition that leads to increased organisational productivity. In a nutshell, the work conditions in the organisation play an important role in determining the level of the organisation's ability to maintain productivity levels, retain the workforce, reduce employee error rates, increase the level of innovation and collaboration with other employees, reduce the level of absenteeism, and expand the length of time employees choose to stay with the organisation (Basalamah & As'ad, 2021; Hafeez *et al.*, 2019; Taheri *et al.*, 2020).

### ***Office Layout, Furniture, Equipment and Job Performance***

A study by Yıldırım *et al.* (2022) to see the direct effect between indoor environmental conditions and health standards on the performance of workers, organisations, and society found that characteristics such as indoor air quality, lighting, ergonomics, acoustics, and health complaint scales have been widely used to determine the level of workplace performance. The study results showed that the assessment of the comfort level plays an important role in influencing the health and comfort of workers in the workplace. According to Nanayakkara, Wilkinson and Ghosh (2021), work performance is a process where managers ensure that employee activities and productivity align with organisational goals. A study by Stack and Ostrom (2023) related to an intervention programme to reduce ergonomic

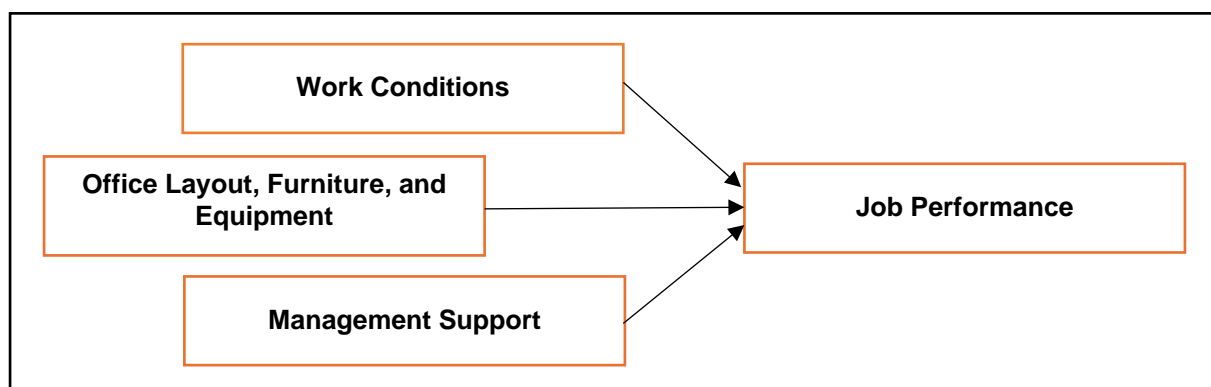
risk factors among office workers found that ergonomic risk factors such as pressure, frequency, repetition of tasks, and incorrect work postures at work can contribute to musculoskeletal diseases that result in occupational injuries, affect working time, and reduce work performance. Garcia-Diaz and Smith (2024) outline that the physical conditions of work in an organisation have an important role in ensuring the smoothness of the organisation's production process. A comfortable office should have comfortable furniture. Old or damaged furniture can cause constant body aches or fear, preventing employees from focusing on their work (Rizkya *et al.*, 2019). Private spaces give employees a quiet space to handle phone calls or online meetings, while shared spaces encourage communication and connection among colleagues and create a healthy work environment (Anjum *et al.*, 2005).

### **Management Support and Job Performance**

Employees with a high perception of work-related support in the organisation tend to be more responsible towards his/her organisation (Wu *et al.*, 2021). The perception of work-related support is a level of trust in which employees feel that the organisation cares for their welfare and well-being, including rewards, needs, and work environment (Self *et al.*, 2022). The support received by employees in the organisation will help increase the level of support and commitment of employees to achieve organisational goals (Sharif *et al.*, 2021). High work-related support in the organisation creates a sense of responsibility to provide reciprocal benefits to the organisation (Chen *et al.*, 2020). This is supported by social exchange theory, which aims to understand the organisation's role in shaping employees' feelings of responsibility and desired behavior. Kmiecik (2022) emphasises that when the organisation shows concern for its employees, employees will respond with positive feelings, attitudes, and behavior toward the organisation. Supervisors' support can also create an enjoyable work environment and form a positive perception of work, improving work performance (Huang *et al.*, 2021). Encouragement and advice from supervisors can make employees safer in carrying out their respective jobs (Chen *et al.*, 2020).

Based on the above discussion, the following hypotheses are proposed:

- **H1:** Work conditions significantly influence the job performance of the Malaysian Immigration Department.
- **H2:** Office layout, furniture, and equipment significantly influence the job performance of the Malaysian Immigration Department.
- **H3:** Management support significantly influences the job performance of the Malaysian Immigration Department.



**Figure 1: Research Model**

Figure 1 above shows the research model of the study.

### **Research Methodology**

In this study, researchers use cross-sectional quantitative research. The target population of this study is civil servants working at the Malaysian Immigration Department, Putrajaya. The minimum sample is calculated according to Roscoe, Lang and Sheth (1975), where the sample size cannot be more than

500 people and less than 30 people. Thus, 150 questionnaires were distributed to the respondents. The survey items are adopted from past studies such as Md-Lazim, Shamsudin and Chandrakantan (2013); Soe (2024); Irfan *et al.* (2023); and Talukder, Vickers and Khan (2018). For this research, the measurement scales used for the variables are the nominal scale and the Likert scale. The nominal scale is used in the demographic information section, which requires respondents to choose only one descriptor as their response. Meanwhile, the Likert scale is used in the research variable section to measure independent and dependent variables.

The Likert scale examines how strongly the respondents agree or disagree with the statement. Data analysis was conducted in univariate (descriptive statistics) and bivariate (Pearson's correlation test and multiple regression). Table 1 shows the survey items and the normality and reliability results. Before the Pearson correlation was conducted, the researchers examined reliability and normality assumptions. Reliability refers to the level of consistency and stability of measurement results. The reliability test aims to ensure that the measurement instrument gives the same results when used repeatedly on the same sample under the same conditions. Cronbach's Alpha is a widely used reliability test method to measure internal reliability. The Cronbach's Alpha coefficient ranges from 0 to 1, with higher values indicating higher reliability. To meet good reliability, the value of Cronbach's alpha should be greater than 0.70 (Chin, 1998). Normality tests are evaluated using skewness and kurtosis distribution values, where, according to Kline (2005), the data is normal if skewness and kurtosis range from -3 to +3 and -10 to +10, respectively.

## Results

**Table 1: Measurement Items, Normality and Reliability Outcomes**

Variable	Items	Skewness	Kurtosis	Cronbach's Alpha
Work Conditions	The organisation is dedicated to gender equality. The organisation has a fantastic work culture. The organisation operates with the governance of law. The organisation positively influences the employees. The organisation has a safe work environment.	-0.696	0.643	0.897
Office Layout, Furniture, and Equipment	In my office, the workspace is adequate. Restroom facilities, pantries, and toilets are clean and adequate. In my office, the temperature inside the office and the ventilation system are comfortable and pleasing. The furniture arrangements, such as desks, chairs, and others, are properly arranged. My office has completed and sophisticated office equipment.	-1.954	8.048	0.884
Management Support	My organisation cares about my well-being. My organisation will help me if I need a special favor at work. My management is tolerant and shows empathy. There is guidance from my management. My management always shows a positive response.	-0.171	-1.730	0.878
Job Performance	I meet the formal performance requirements of the job. I fulfill the responsibilities specified in the job description. I perform tasks that are expected of me. I can make constructive suggestions regarding the overall functioning of my workgroup. I encourage others to try new and more effective ways of doing their jobs.	0.034	0.705	0.623

Based on the results in Table 1, this study fulfilled the normality and reliability assumptions.

**Table 2: Demographic Profiles**

Profile		Frequency (n)	Percentage (%)
Gender	Male	70	63.1
	Female	41	36.9
Age	19 – 25 years old	1	0.9
	26 – 32 years old	18	16.2
	33 – 40 years old	35	31.5
	Above 40 years old	57	51.4
Marital Status	Single	8	7.2
	Married	95	85.6
	Divorced/Widowed	8	7.2
Highest Educational Level	SPM/STPM	10	9.0
	Certificate/Foundation	39	35.1
	Diploma	31	27.9
	Bachelor's	27	24.3
	Postgraduate	4	3.6

In Table 2, the survey data showed that most respondents were male (n=70, 63.1%). This was followed by female respondents (n=41, 36.9%). The distribution of study respondents also showed that many subjects were aged 40 and above (n=57, 51.4%). Regarding marital status, most respondents were married, 95 respondents (85.6%), and the rest were single and divorced/widowed, eight respondents (7.2%). Finally, most respondents obtained a certificate/foundation certificate (n=39, 35.1%). Detailed information on the demographic profile of the subjects is presented in Table 2.

**Table 3: Pearson Correlation Results**

Variable		Job Performance	Hypotheses
Work Conditions	Pearson Correlation	0.626**	H1 accepted
	Sig. (2-tailed)	<0.001	
	N	111	
Office Layout, Furniture, and Equipment	Pearson Correlation	0.283 **	H2 accepted
	Sig. (2-tailed)	<0.001	
	N	111	
Management Support	Pearson Correlation	0.409**	H3 accepted
	Sig. (2-tailed)	<0.001	
	N	111	

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

In Table 3, the correlation analysis for the relationship between work conditions and job performance has shown a significant relationship with a value of  $r=0.626$  at the  $p<0.05$  level. Second, correlation analysis for the relationship between office layout, furniture, equipment, and job performance has shown no significant relationship with a value of  $r=0.283$  at the  $p<0.05$  level. Third, correlation analysis for the relationship between management support and job performance has shown a strong correlation with a value of  $r=0.409$  at the  $p<0.05$  level. Therefore, the study accepts H1, H2, and H3. Complete results are shown in Table 3.

**Table 4: Regression Results**

Variables	Beta ( $\beta$ )	Sig. ( $p$ )	Tolerance	VIF
Work Conditions	0.560	0.000	0.940	1.064
Office Layout, Furniture, and Equipment	0.023	0.786	0.686	1.457
Management Support	0.268	0.002	0.677	1.477
R <sup>2</sup>	0.466			
Adjusted R <sup>2</sup>	0.451			
F Change	31.168			
Sig.	0.000			

In Table 4, multicollinearity checks can be confirmed through the Variance Inflation Factor (VIF) and tolerance values, where the VIF value for all variables is less than 10 and the tolerance value is more than 0.20, proving no multicollinearity issue exists. Based on the results, there is no multicollinearity issue.

Then, the R-squared value of 0.466 shows that the 46.6% independent variable influences organisational commitment, employee motivation, and job satisfaction on sales performance. The remaining variables are influenced by other variables, not the linear regression model. Next, the regression results can be defined as follows: 1) work conditions ( $\beta=0.560$ ,  $p=0.000$ ), and 2) management support ( $\beta=0.268$ ,  $p=0.002$ ). Conversely, office layout, furniture, and equipment do not predict job performance ( $\beta=0.023$ ,  $p=0.786$ ).

## **Discussion**

In today's dynamic and ever-changing environment, managing performance effectively is a significant challenge for organisations, especially in the public sector, which is associated with stress, bureaucracy, and difficulty in maintaining high levels of motivation among employees (Zulhakim & Yogopriyatno, 2025). Employees who demonstrate high performance will be retained in the organisation because their achievements have an impact on the organisation and enhance the positive image of the organisation (Bertram, Bouwman & Tummers, 2024; Lee *et al.*, 2025). The study findings showed that work conditions, office layout, furniture and equipment, and management support positively correlate with job performance. Second, work conditions are the most significant predictor of job performance.

Apart from contributing theoretically to the literature on job performance and public sector management, this study also proposes several practical implications. Cultivating values of empathy and support for each other in the office shows that the employer cares about the organisation's progress and the well-being of the employees and colleagues. A supportive and caring workplace culture is one aspect of a healthier work environment. Thus, management must cultivate meaningful friendships at work, such as celebrating birthdays, organising potluck activities, organising team building, and practising generosity, appreciation, sincerity, and validation (Nor, 2025). Every organisation has its own culture to govern its values. If a better organisational culture is practised, the overall work atmosphere will be more positive and happier, creating a more energetic and optimistic atmosphere (Self *et al.*, 2022). Improving workplace culture is essential to creating a healthy, productive, and harmonious environment. Organisations and individuals must first eliminate unhealthy cultures, such as hostility, injustice, irresponsibility, failure to communicate, and lack of support (Amirzan & Noor, 2024). By strengthening a positive culture, the workplace can become a place that enables professional growth and job satisfaction (Chen *et al.*, 2020).

Courses, seminars, workshops, and mentoring programmes will help employees grow professionally, making them more skilled, efficient, and productive in the workplace (Azlan & Noor, 2024; Sharif *et al.*, 2021). Moreover, incentives are a great way to reward the most productive employees with a job done. In addition, the workplace environment is viewed from various angles, such as the physical work environment, the influence of colleagues, relationships with employers, company goals, working conditions, and others (Garcia-Diaz & Smith, 2024; Mao *et al.*, 2025). Every employer and employee must work together to play a role in reducing ergonomic risks. Employers must provide a safe workplace without health risks, as stated in the Occupational Safety and Health Act 1994. 5S Practice is a management method pioneered by the industry in Japan to create a comfortable, tidy, and safe workplace environment. Effective implementation of 5S Practice can improve service quality, save costs, and facilitate work processes (Rizkya *et al.*, 2019).

## **Conclusion**

Job performance is one of the most important aspects of organisational success. Job performance is the result an employee achieves in carrying out tasks assigned to the employee in terms of quality, quantity, and completion time. Factors that affect work performance, both internal and external, must be considered so that the organisation can create a work environment that supports the improvement of employee performance. In this study, several suggestions can be made to obtain improvements for future research. First, the current research model could expand by including other potential independent variables. For example, the level of job satisfaction is a new variable. Second, because this study uses quantitative methods, future researchers must focus on observations and interviews with samples to obtain detailed information about job performance. Third, this study only focuses on Malaysian

Immigration Department officers in Putrajaya. The number of respondents is too small, namely 100 respondents. Future research needs a larger sample for better and more effective results.

### Conflict of Interest

The authors affirm that there are no conflicting objectives.

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