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JOB PERFORMANCE AMONG PDRM OFFICERS: THE ROLES OF WORKLOAD, WORK ENVIRONMENT, AND WORK FACILITIES WITH ORGANIZATIONAL COMMITMENT AS A MODERATOR

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Abstract: *This study examines the influence of workload, work environment and work facilities on job performance among Royal Malaysian Police (PDRM) officers, with organizational commitment proposed as a moderating variable. Based on the Job Demands-Resources (JD-R) model, workload is conceptualized as job demands that can negatively affect job performance, while work environment and work facilities are seen as job resources that enhance motivation, effectiveness and productivity. Organizational commitment is expected to moderate this relationship by strengthening or weakening the effects of job demands and resources on performance. A quantitative research design is proposed using a sample of 248 officers from a population of 600 PDRM personnel. Job performance is conceptualized as a multidimensional construct consisting of task and contextual performance. This study addresses key operational challenges in PDRM, including increasing service demands and accountability pressures, and is expected to contribute to theory and practice by extending the JD-R model and informing evidence-based human resource strategies to improve police performance and service delivery.*

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Keywords: *Job performance, Workload, Work environment, Work facilities, Organizational commitment, JD-R Theory*

Introduction

The public sector plays a vital role in national development through the provision of essential services that directly impact the well-being of citizens, social stability and economic growth. In an increasingly globalised and people-centred environment, public organisations are expected to deliver efficient, accountable, responsive and high-quality services. As a result, governments around the world have emphasised organisational effectiveness and employee performance as critical determinants of successful public service delivery. Public institutions must continue to improve their operational capabilities to meet rising public expectations and maintain public trust in government services (Wisniewski, 2001). In Malaysia, the Malaysian Public Service (MPS) has played a key role in supporting the country's socio-economic transformation and national development agenda. To strengthen the effectiveness of the public sector, the government has implemented various administrative and management reforms aimed at improving service quality, productivity and accountability. The adoption of the New Public Management (NPM) principles has further reinforced the importance of performance measurement and results-oriented management across public sector agencies (Siddiquee, 2006). Hence, employee performance has become a strategic priority in ensuring that public institutions remain effective, efficient and responsive to the needs of the community. Among the key agencies in the Malaysian public sector is the Royal Malaysian Police (PDRM), which is responsible for maintaining public order, enforcing the law, preventing crime and protecting national security.

The effectiveness of the Royal Malaysian Police (PDRM) in maintaining public safety depends heavily on personnel performance. However, continuing concerns regarding police performance, integrity and accountability highlight the need to strengthen organisational effectiveness. In 2024, PDRM's Integrity and Standards Compliance Department (JIPS) received 6,696 public complaints and reports, compared with 6,440 in 2023, covering integrity, governance, corruption and general matters. During the same year, 1,404 personnel faced disciplinary action, including 164 dismissals (The Star, 2025). Police officers operate under demanding conditions involving heavy workloads, extended working hours, high-risk situations and public scrutiny. Under the Job Demands-Resources (JD-R) model, workload represents a job demand that may impair performance, whereas work facilities and a supportive work environment function as job resources that enhance motivation and performance (Bakker & Demerouti, 2017). Organisational commitment may further explain these relationships by influencing how officers respond to workplace demands and resources. Therefore, this study aims (1) to examine the relationships between workload, work facilities, work environment and job performance among PDRM operational officers, and (2) to assess the moderating role of organisational commitment in these relationships. The proposed framework synthesises relevant literature and provides a basis for future empirical testing and evidence-based human resource strategies to enhance police performance and public service effectiveness.

Literature review

Job performance

Job performance remains one of the most widely studied constructs in organizational behaviour and human resource management because of its central role in determining organizational

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effectiveness. It is generally defined as the extent to which an individual performs tasks and responsibilities that contribute to organizational goals (Campbell, 1990). In industrial and organizational psychology, job performance is conceptualized as individual-level behaviour that can be observed, measured, and directly linked to organizational outcomes such as productivity, service quality, and efficiency (Campbell, 1990; Koopmans et al., 2011). Contemporary literature emphasizes that job performance is a multidimensional construct rather than a single unified outcome. Campbell (1990) proposed one of the most influential frameworks, identifying several dimensions of performance including task-specific behaviours, no task behaviours, written and verbal communication, effort, and leadership-related behaviours. Similarly, Borman and Motowidlo (1993) introduced the distinction between task performance and contextual performance. Task performance refers to the core technical activities required by a job description, while contextual performance encompasses voluntary behaviours such as cooperation, initiative, and helping others, which support the organizational environment and enhance overall effectiveness.

Recent research continues to support this multidimensional view. Koopmans et al. (2011) further expand the concept of individual job performance to include task performance, contextual performance, and counterproductive work behaviours. This broader classification emphasizes that job performance is not only about completing assigned tasks but also about behaviours that either contribute to or hinder organizational goals. Empirical evidence suggests that task and contextual performance are important predictors of organizational success, particularly in service-oriented sectors (Koopmans et al., 2011; Borman & Motowidlo, 1993). The Job Demands–Resources (JD-R) model provides a useful theoretical framework for understanding job performance in organizational settings. According to Bakker and Demerouti (2017), job demands such as workload, emotional stress, and time constraints can negatively affect employee energy and performance. On the other hand, job resources such as supportive leadership, adequate facilities and a positive work environment can increase motivation, engagement and performance outcomes. This model has been widely used in the public sector and high-stress jobs to explain variations in employee performance. In the context of the public sector, job performance is particularly critical due to the direct impact of employee behaviour on service delivery and public trust. Wright and Pandey (2011) argue that public service performance is influenced by organizational structure and motivational factors, including public service motivation and perceived organizational support. Similarly, Kim (2014) found that organizational support and job satisfaction significantly improve performance among public employees, highlighting the importance of workplace conditions in shaping employee outcomes. In high-risk jobs such as policing, job performance is influenced by additional job stress. Police officers are required to manage complex tasks including law enforcement, emergency response and public order maintenance under conditions of high uncertainty and stress. Studies have shown that continuous exposure to high job demands can reduce performance effectiveness if not balanced with adequate job resources (Bakker & Demerouti, 2017). Therefore, understanding the interactions between workload, work environment, and stress is important for explaining performance outcomes in law enforcement agencies.

Workload

Workload is a key construct in organizational psychology and is widely recognized as the primary job demands that encompass the physical, cognitive, and temporal effort required to complete a given task within a given time. It is typically conceptualized along two dimensions: quantitative workload, referring to the number of tasks and time pressure, and qualitative workload, relating to the complexity and difficulty of the task (Bakker & Demerouti, 2017;

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Taris et al., 2019). In high-demand professions such as public administration and law enforcement, workload plays a significant role in shaping employee well-being and job performance. The relationship between workload and job performance is firmly grounded in the Job Demands–Resources (JDR) model, which states that job demands, including workload, require sustained physical and psychological effort and are therefore associated with physiological and psychological costs (Bakker & Demerouti, 2017; Bakker, Demerouti, & Sanz-Vergel, 2023). When workload is excessive and not adequately balanced with job resources such as organizational support or autonomy, employees are likely to experience low energy, strain, and a reduced capacity to maintain optimal performance. Over time, this health-disrupting process can lead to noncompliance, burnout, and performance impairment.

Empirical evidence consistently supports a negative relationship between excessive workload and job performance. High levels of workload increase fatigue, impair cognitive function, and reduce the quality of decision-making, thereby impairing task effectiveness and productivity (Alarcon, 2011; Lesener, Gusy, & Wolter, 2019). Meta-analytic findings further confirm that job demands, including workload, are significant predictors of fatigue and reduced performance across a variety of work contexts (Lesener et al., 2019; Bakker et al., 2023). Furthermore, the distinction between challenging and hindering demands suggests that while manageable workloads can enhance motivation, excessive workloads categorized as hindering demands consistently produce negative effects on motivation and performance (Crawford, LePine, & Rich, 2010; Mazzola & Disselhorst, 2019).

In the public sector, workload has become increasingly important due to increasing service demands, administrative complexity, and accountability pressures. Public employees are often required to perform multiple tasks while ensuring service quality and regulatory compliance. Excessive workloads in such contexts can lead to excessive role overload, time pressure, and reduced prioritization ability, which ultimately impair performance (Taris et al., 2019). Conversely, balanced workloads can enhance focus, efficiency, and timely task completion. In law enforcement environments, workloads are further intensified by operational uncertainty, emergency response tasks, administrative reporting, and high-risk deployments. Police officers frequently operate under time pressure and in potentially dangerous environments, increasing cognitive and emotional demands. Studies in policing have shown that excessive workload contributes to job strain, fatigue, and reduced operational effectiveness, especially in situations that require rapid decision-making and situational awareness (Violanti et al., 2017; Queirós, Passos, & da Silva, 2020). In addition, workload is closely related to job stress, which often serves as a mediating mechanism between job demands and performance outcomes. In the JD-R framework, excessive workload increases psychological strain and stress levels, which in turn reduce employee motivation, engagement, and overall performance (Bakker et al., 2023). Employees exposed to persistent workload stress are more likely to experience decreased productivity, increased error rates, and lower service quality. Therefore, workload remains a significant predictor of job performance, especially in high-demand jobs such as policing. While moderate levels of workload can stimulate engagement and productivity, excessive workload consistently leads to poor outcomes through mechanisms such as fatigue, cognitive load, and stress. In the context of the Royal Malaysian Police (PDRM), workload is expected to play a significant role in influencing officer performance and the wider effectiveness of the organisation.

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Work environment

The work environment is a critical organizational factor that significantly influences employees' attitudes, well-being, and job performance. It generally refers to the physical, social, and organizational conditions in which employees perform their jobs, including workplace safety, organizational culture, interpersonal relationships, supervisory support, and resource availability (Bakker & Demerouti, 2017; Chandrasekar, 2011). In high-demand sectors such as public administration and law enforcement, the quality of the work environment is particularly important because it directly shapes employees' ability to perform tasks effectively in complex and challenging situations. From a theoretical perspective, the relationship between work environment and job performance is best explained by the Job Demands–Resources (JD-R) model. According to this model, every job consists of job demands and job resources, where job resources—such as supportive supervision, adequate equipment, clear communication, and a positive organizational climate—provide a motivational function that enhances employee engagement and performance (Bakker & Demerouti, 2017; Bakker, Demerouti, & Sanz-Vergel, 2023). Therefore, a supportive work environment is conceptualized as an important work resource that directly contributes to improved job performance while enabling employees to manage their job demands more effectively. Empirical research provides strong evidence that a good work environment is positively associated with job performance. Employees who perceive their work environment as supportive and resource-rich tend to show higher levels of motivation, commitment, and productivity (Lesener, Gusy, & Wolter, 2019). Key aspects such as effective leadership, teamwork, and access to appropriate tools and facilities enhance employees' ability to focus on tasks, increase efficiency, and produce high-quality results. Conversely, a poor work environment—characterized by inadequate resources, unclear expectations, or lack of support—can hinder employees' ability to perform their tasks efficiently and achieve desired levels of performance.

In the JD-R framework, job resources embedded in the work environment not only directly influence performance outcomes but also stimulate positive motivational processes that increase employees' willingness to invest effort in their work (Bakker et al., 2023). Employees operating in a supportive environment are more likely to be engaged, proactive, and committed to achieving organizational goals, which ultimately translates into higher job performance. Furthermore, job resources can strengthen employees' capacity to handle challenging work conditions, ensuring sustained performance over time. In public sector organizations, the work environment plays a crucial role due to increasing service demands, bureaucratic procedures, and accountability requirements. Public employees are often required to juggle multiple responsibilities while maintaining service quality and regulatory compliance. A supportive work environment—characterized by clear procedures, adequate infrastructure, and effective leadership—facilitates efficiency, coordination, and task achievement. Conversely, poor workplace conditions can limit employees' effectiveness in delivering services and meeting organizational expectations (Taris et al., 2019). In law enforcement environments, such as policing, the work environment is unique and complex. Police officers operate within a structured and hierarchical organization while being exposed to unpredictable and high-risk situations. The availability of organizational support, proper equipment, teamwork, and effective communication are essential in enabling officers to perform their duties safely and efficiently. Studies have shown that a supportive work environment in policing contributes to improved operational performance, better decision-making, and increased situational awareness (Violanti et al., 2017; Queirós, Passos, & da Silva, 2020). Conversely, inadequate working conditions can restrict officers' ability to perform optimally, especially in critical situations. Therefore, the work environment is a key determinant of job performance, especially

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in high-demand jobs such as policing. Based on the JD-R model, a supportive work environment serves as an important work resource that increases employee motivation, facilitates effective task performance, and encourages sustained performance. In the context of the Royal Malaysian Police (PDRM), the quality of the work environment is expected to play an important role in shaping the work performance of officers and the overall effectiveness of the organization.

Work facilities

Work facilities refer to the physical and technological resources provided by an organization to support employees in performing their work tasks effectively. These include office space, equipment, tools, infrastructure, information systems, and other operational resources required for task completion. Adequate work facilities are essential to ensure efficiency, accuracy, and overall work performance, especially in high-demand sectors such as public administration and law enforcement (Chandrasekar, 2011). Theoretically, the role of work facilities in influencing work performance can be explained using the Job Demands–Resources (JD-R) model. In this framework, work facilities are categorized as work resources, which help employees achieve work goals, reduce the effort required to perform tasks, and improve overall performance (Bakker & Demerouti, 2017; Bakker, Demerouti, & Sanz-Vergel, 2023). Adequate and well-maintained facilities enable employees to perform their jobs efficiently, while inadequate or outdated facilities can hinder performance by increasing task difficulty and reducing productivity. Empirical studies consistently show a positive relationship between work facilities and work performance. Employees who have access to appropriate tools, equipment, and infrastructure are more likely to perform their jobs effectively and meet organizational expectations. For example, the availability of modern technology and well-maintained equipment increases work speed, accuracy, and service delivery (Raziq & Maulabakhsh, 2015). Conversely, inadequate facilities can lead to delays, errors, and inefficiencies, which ultimately lower overall work performance. In the JD-R framework, job resources such as job facilities not only have a direct impact on job performance but also play a critical role in increasing employee motivation and capacity to perform. When employees are provided with adequate and reliable resources, they are better equipped to handle job demands and maintain consistent levels of performance (Lesener, Gusy, & Wolter, 2019). Conversely, a lack of necessary facilities can restrict employees' ability to perform tasks efficiently, resulting in reduced effectiveness and performance outcomes.

In public sector organizations, work facilities are of great importance due to the nature of service delivery and administrative responsibilities. Civil servants rely heavily on infrastructure, communication systems and administrative tools to process information, manage workloads and deliver services to the public. Inadequate facilities can disrupt workflow, slow down service delivery and negatively impact organizational performance, while a well-equipped workplace enhances efficiency and accountability. In law enforcement environments, such as policing, work facilities are even more critical due to operational and safety requirements. Police officers rely on specialized equipment, communication devices, transportation systems and technology to perform their duties effectively. The availability and reliability of these facilities are essential to ensure timely responses, sound decision-making and operational effectiveness. Studies have shown that inadequate or malfunctioning facilities can significantly hinder officer performance and impair their ability to perform their duties efficiently (Violanti et al., 2017). On the other hand, well-maintained facilities increase operational readiness and overall performance. Therefore, work facilities are an important determinant of job performance, especially in jobs that require a lot of resources and are highly

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demanding. Based on the JD-R model, work facilities function as an important work resource that enables employees to perform their duties effectively, improve efficiency and achieve organizational goals. In the context of the Royal Malaysian Police (PDRM), the provision of adequate and reliable work facilities is expected to play a significant role in improving officer work performance and supporting the overall effectiveness of the organization.

Organisational commitment

The Job Demands–Resources (JD-R) Model states that job demands such as workload and job resources such as work environment and work facilities influence employee outcomes, particularly job performance, through different stress and motivational processes (Bakker & Demerouti, 2007). Within this framework, organizational commitment is increasingly recognized as an important attitudinal construct that can shape how employees respond to workplace conditions. Organizational commitment refers to employees' psychological attachment to their organization, encompassing identification with organizational goals, willingness to exert effort, and intention to remain in the organization (Meyer & Allen, 1991). Previous studies have consistently shown that organizational commitment is positively associated with job performance, reduced turnover intentions, and higher levels of work engagement (Meyer et al., 2002). However, beyond its direct effects, organizational commitment also plays a moderating role by influencing the strength and direction of the relationship between job-related factors and employee performance. Workload is typically conceptualized as job demands that can cause strain, fatigue, and reduced cognitive capacity, ultimately leading to lower job performance (Karasek, 1979; Bakker & Demerouti, 2007). However, the negative effects of workload may not be uniform across all employees. Individuals with high organizational commitment are more likely to perceive workload as meaningful and aligned with organizational goals, thus maintaining higher levels of effort despite increased demands. From a social exchange theory perspective, committed employees tend to reciprocate organizational expectations with greater dedication and persistence (Cropanzano & Mitchell, 2005). Accordingly, organizational commitment is expected to moderate the relationship between workload and job performance by buffering the negative effects of excessive workload, such that the adverse effects of workload on performance are weaker among employees with higher commitment. Similarly, a supportive work environment has been widely identified as a key job resource that enhances employee motivation, psychological well-being, and performance. Elements such as supportive leadership, positive interpersonal relationships, and fair organizational practices contribute to increased employee functioning and effectiveness (Hackman & Oldham, 1976; Bakker & Demerouti, 2007). Organizational commitment is likely to reinforce the positive effects of a good work environment on job performance. Employees with strong affective commitment tend to show deeper emotional attachments to the organization and are therefore more responsive to supportive environmental conditions, translating such support into higher levels of performance (Meyer & Allen, 1997). As such, organizational commitment is expected to enhance the positive relationship between the work environment and job performance, thus reinforcing the motivational impact of a conducive workplace.

In addition, work facilities such as equipment, infrastructure, and technological support represent critical work resources that facilitate task completion and increase operational efficiency. Adequate facilities reduce work constraints and enable employees to perform their tasks more effectively, thereby improving work performance (Bakker & Demerouti, 2007). However, the extent to which these resources translate into improved performance may depend on the level of employee organizational commitment. Highly committed employees are more

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likely to make full use of available facilities and align their efforts with organizational objectives, thus maximizing performance outcomes. Conversely, employees with lower levels of commitment may not make full use of available resources, limiting the effectiveness of such facilities in improving performance. This suggests that organizational commitment strengthens the positive relationship between work facilities and work performance by increasing the use of discretionary resources and effort (Meyer et al., 2002). Overall, organizational commitment serves as a critical moderating variable shaping the relationship between workload, work environment, and work facilities on work performance. Specifically, it is expected to buffer the negative effects of workload while strengthening the positive effects of work environment and work facilities. This moderating role extends the Job Demands-Resource model by incorporating attitudinal commitment as a boundary condition that influences how job demands and resources translate into performance outcomes among employees.

Methodologies

This study investigates how workload, work environment and work facilities affect the job performance of Royal Malaysia Police (PDRM) officers with organizational commitment as a moderating factor. The Job Demands–Resources (JD-R) model serves as the base for the concept of workload, which is considered as a job demand, while work environment and work facilities are considered as job resources that can facilitate the employee in his job tasks (Bakker & Demerouti, 2017). Organizational commitment is hypothesized to affect relationships between these factors and job performance. The study is conducted on around 600 officers from PDRM, based on the records of administrative personnel of PDRM. The population comes from the Malaysian public sector, in line with the focus on developing and improving the performance of Malaysian government personnel for national development Salleh et al., 2023). A minimum sample size of 234 respondents is required to that Krejcie and Morgan's (1970) guideline to sampling, but 248 respondents will be targeted in case of non-response. Simple random sampling will be used to obtain representativeness. Data will be collected by using a structured questionnaire, both in paper form and online, and participants will be anonymous, voluntary, and confidential. The instrument will be tested on 30 respondents in a pilot study to determine instrument clarity and reliability.

The items to measure the items for each construct will be adapted from other established studies such as workload (Bakker & Demerouti, 2017); work environment (Chandrasekar, 2011; Raziq & Maulabakhsh, 2015); work facilities (Zakarani & Mohd Noor, 2021); organizational commitment using Meyer and Allen's (1991) Three-Component Model; job performance using Williams and Anderson's (1991) in-role and extra-role performance dimensions. Example items include “I have too much work to complete within the available time” (workload), “My workplace provides a conducive environment” (work environment), “The facilities provided are adequate” (work facilities), and “I feel a strong sense of belonging to PDRM” (organisational commitment). All items will be assessed on a 7-point Likert scale from strongly disagree to strongly agree. Data analysis will be carried out using SPSS and SmartPLS, which include descriptive statistics, reliability and validity test, and structural model test. To evaluate the moderating role of organizational commitment, interaction terms-specifically Workload x OC, Work Environment x OC, and Work Facilities x OC will be tested within SmartPLS. Statistical significance for moderation will be established based on standardized path coefficients (β), t-statistics ($t > 1.96$), and p-values ($p < .05$). Standard ethical protocols, including informed consent, voluntary participation, anonymity, and data confidentiality, will be strictly maintained throughout the research process. Based on the theory, the study proposes that: workload has a negative effect on job performance, and work environment and work

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facilities have a positive effect on job performance (Bakker & Demerouti, 2017). In addition, organizational commitment is hypothesized to buffer the negative impact of workload and amplify the positive impact of work environment and work facilities on job performance (Meyer & Allen, 1991). Confidentiality, voluntary participation and appropriate approval will be the tools used throughout the study to maintain ethical standards.

Conclusion

This conceptual paper highlights the importance of organizational factors namely workload, work environment, and work facilities in influencing job performance among Royal Malaysian Police (PDRM) officers. Based on the Job Demands-Resources (JD-R) model, workload is identified as a critical job demand that can negatively affect performance through stress, fatigue, and cognitive load, especially in high-stress policing environments. Conversely, work environment and work facilities function as important job resources that enhance motivation, engagement, and operational effectiveness. This paper highlights that job performance in policing is multidimensional and closely related to public trust, service delivery, and institutional integrity. Given the ongoing challenges reflected in complaints and disciplinary cases, this framework provides a valuable foundation for understanding how organizational conditions shape performance outcomes and outlines the need to balance job demands with adequate resources to strengthen overall effectiveness in PDRM.

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