

***THE IMPACT OF MULTIDIMENSIONAL WORK COMMITMENT ON
ENFORCEMENT OFFICER PERFORMANCE: A CASE STUDY OF KPDN
MALAYSIA.***

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ABSTRACT

The job performance of civil servants, particularly in the enforcement sector, is a critical element in ensuring the effectiveness of service delivery and compliance with government policies. In this context, work commitment is identified as a key psychological factor that influences the ability of officers to perform their duties consistently, with integrity and effectively. Therefore, this study aims to examine the influence of work commitment on the job performance of Enforcement Officers of the Ministry of Domestic Trade and Cost of Living (KPDN) in the Southern Zone of Malaysia, which encompasses the states of Melaka, Negeri Sembilan and Johor. This study focuses on three dimensions of work commitment, namely affective commitment, continuance commitment and normative commitment based on the Meyer and Allen model. A quantitative approach utilizing a

correlational survey design will be employed to identify the relationship and influence between work commitment and job performance. Data will be collected using a validated questionnaire instrument from previous studies and analyzed using the Statistical Package for the Social Sciences (SPSS). Job performance is measured based on indicators of productivity, work quality, discipline and task involvement in line with the public sector context. The findings are expected to strengthen empirical evidence regarding the role of work commitment in enhancing the performance of law enforcement officers, especially in work environments facing resource constraints and high workloads. Overall, this study is expected to contribute to the enrichment of academic literature, as well as provide strategic input to the Ministry and policymakers in formulating more effective and sustainable human resource management policies.

Keywords: *Commitment, Job performance, KPDN Officer*

1.0 INTRODUCTION

In the face of today's rapidly globalized environment, advancements in technology, communication, and economic systems have significantly reshaped the nature of public sector work. Globalization has intensified market integration, accelerated the flow of information, and heightened public expectations for transparency, efficiency, and rapid service delivery. These developments, while beneficial, have simultaneously increased operational complexity and performance pressure on public sector organizations, particularly enforcement agencies that must respond swiftly to increasingly sophisticated economic activities. Consequently, organizational management faces growing challenges in sustaining high levels of job performance among employees amid constrained resources. In this context, the quality of human capital becomes a critical determinant of organizational effectiveness and administrative efficiency (Norsyamimi, 2019). Job performance and service quality are therefore central concerns in public service delivery, where efficiency and accountability are increasingly scrutinized (Abrori et al., 2024).

Organizational commitment is widely recognized as a key factor influencing job performance and organizational success. Fundamentally, employee performance is closely tied to the level of commitment individuals dedicate to their roles and responsibilities. Previous studies have confirmed organizational commitment as a critical outcome variable that directly affects organizational achievement and sustainability (Abrori et al., 2024). Commitment functions as a psychological bond that connects individuals to their work and organization, shaping their willingness to exert effort and remain loyal. Employees with strong commitment are often regarded as valuable organizational assets, as their dedication contributes to sustained excellence in performance and service outcomes (Yulianto et al., 2021). Accordingly, organizational commitment provides an essential framework for understanding employee behaviour and performance within organizational settings.

In Malaysia, the Ministry of Domestic Trade and Cost of Living (KPDN) plays a vital role in ensuring sustainable domestic trade, safeguarding consumer interests, and regulating the

prices of essential goods (KPDN Roadmap 2025). However, KPDN Enforcement Officers operate within an increasingly demanding environment shaped by globalization and technological change. The expansion of digital commerce, cross-border trade activities, and complex supply chains has significantly increased enforcement demands, while organizational resources and manpower remain limited. These constraints have resulted in challenges related to insufficient personnel and logistical capacity to effectively monitor all jurisdictions. The mismatch between the number of enforcement officers and district administrative areas has further constrained operational coverage, thereby intensifying workload and performance pressure on existing officers (Media Statement by the Minister of KPDN, 2024).

Despite these challenges, KPDN Enforcement Officers continue to play a crucial role in upholding domestic trade laws and protecting consumers. The sustainability of enforcement functions and the achievement of Key Performance Indicators (KPIs) are therefore highly dependent on the officers' level of work commitment. The enforcement role demands individuals who are resilient, assertive, committed, and possess high integrity, given the extensive and complex scope of enforcement responsibilities. In light of the growing pressures arising from globalization, technological advancement, and resource limitations, understanding the role of work commitment becomes increasingly important. Accordingly, this study aims to examine the influence of work commitment on job performance among KPDN Enforcement Officers in the Southern Zone. This concept paper therefore seeks to establish a conceptual foundation linking officer commitment to performance outcomes within a constrained and globalized enforcement environment.

2.0 PROBLEM STATEMENT

Work commitment among civil servants is a critical psychological variable in determining the efficiency of service delivery and the sustainability of organizational performance (Arshad et al., 2023). Current studies emphasizes that organizational commitment is a multidimensional construct functioning as a binding force that motivates individuals towards organization related actions (Veraya., 2023). This commitment is often influenced by work environment factors and interpersonal dynamics (Hew et al., 2023). In the enforcement sector, a high level of commitment is a prerequisite to ensuring Enforcement Officers are always prepared to face dynamic challenges and shoulder responsibilities outside of office hours.

This critical issue is evidenced by operational data in the Southern Zone. The Minister of KPDN, YB Datuk Armizan Mohd Ali, on 12 January 2024, confirmed that 'current challenges and issues including the implementation of the subsidy retargeting approach require enforcement activities with maximum staff strength' and stressed that at this stage, the Ministry 'expects the Public Service Department (JPA) to consider so that we can make maximum filling of the existing staffing'. This statement directly links the Government's policy challenges to the issue of human resource constraints. In particular, in the State of Johor, despite having the highest number of officers (166 people), the very large scale of complaints (2,829 cases in 2024) indicates that work demands far exceed the existing

staffing capacity. Recent studies in enforcement agencies confirm that excessive workload creates stress and has a significant negative relationship with organizational commitment and ultimately job performance (Noor Syakirah et al., 2022).

3.0 LITERATURE REVIEW

This section presents a comprehensive and critical literature review of the main constructs of the study, namely Work Commitment as an independent variable (IV) and Job performance as a dependent variable (DV). The researcher will discuss in depth the conceptual and operational definitions of each construct and examine the main theoretical frameworks underlying them. The detailed explanation of the terms used is intended to provide a clear understanding and picture of the scope of the study.

Work Commitment

In the current context, work commitment is increasingly gaining attention as a determining factor in job performance and organizational effectiveness. Bahri et al. (2021) emphasized that commitment is an essential element that influences the achievement of organizational goals, especially in dynamic and challenging work environments. They stated that employees who receive appropriate rewards from the organization tend to show higher levels of commitment, thus increasing productivity and work quality. A study by Lin et al. (2024) showed that employees with high levels of work commitment are associated with better job performance, increased productivity, job satisfaction, and emotional stability. Work commitment also motivates employees to make additional contributions outside the scope of their formal duties, known as extra-role work behavior.

The Organizational Commitment Theory proposed by Meyer and Allen (1984) serves as the primary framework for understanding the psychological relationship between employees and organizations. According to Meyer and Allen (1997, in Meyer & Maltin, 2010), organizational commitment is defined as a psychological construct that reflects the relationship between the individual and the organization, having implications for the individual's decision to remain in the organization. Employees with a high level of commitment tend to show loyalty and a desire to actively contribute to the achievement of organizational goals. Meyer and Allen's model divides commitment into three main components, namely affective commitment, continuance commitment, and normative commitment. These three dimensions reflect different motivations in the employee's relationship with the organization, and each has different effects on job performance and organizational behavior.

Job Performance

Performance measurement is a major challenge in human resource management as it involves multiple subjective and contextual dimensions. Bouland-van Dam et al. (2021) stated that the dominant method of performance assessment is through supervisors and

colleagues. While common, this approach needs to be implemented systematically and fairly to avoid bias and ensure validity. Emphasis on behavior over outcomes is crucial, as focusing solely on outcomes can encourage employees to take shortcuts that may compromise work integrity and quality. Therefore, organizations need to develop a comprehensive, competency-based assessment system aligned with organizational values.

Previous Case Studies

A study by Omar et al. (2022) showed that work commitment plays an important role in shaping consistent and quality job performance. In the study, civil servants who showed high levels of affective commitment, that is, emotional attachment to the organization, tended to perform their duties with full dedication and initiative. They not only fulfilled basic responsibilities, but also showed extra-role behaviors such as helping colleagues and contributing to the improvement of work processes.

Continuance commitment refers to employees' awareness of the costs they will incur if they leave the organization. A study by Chigeda et al. (2022) found that employees with high continuance commitment will remain in the organization due to factors such as job stability, retirement benefits, and social relationships that have been built. Although this commitment does not necessarily stem from emotional attachment, it still contributes to workforce stability and the continuity of organizational operations.

Supervisor support is an important element in strengthening work commitment. A study by Lee et al. (2023) showed that supervisors who practice leadership approaches based on empathy and emotional support can increase affective and normative commitment among employees. Supervisors who provide guidance, constructive feedback, and recognition of employee contributions not only increase motivation, but also strengthen the psychological connection between employees and the organization.

4.0 METODOLOGY

The main purpose of this study is to produce an in-depth empirical analysis of the influence of the independent variable, namely work commitment, on the job performance of KPDM Enforcement Officers in the Southern Zone. This study specifically aims to measure and assess the extent to which this commitment factor supports the sustainability of officer performance, especially when they operate under critical staffing and resource constraints. Therefore, the results of the study are expected to provide a comprehensive understanding of the internal mechanisms that enable enforcement agencies to maintain the quality and effectiveness of their work despite the challenges of extreme operational workload.

Objectives of the Study

- i) Identify a significant relationship between overall work commitment and the job performance of KPDM Enforcement Officers in the Southern Zone.

- ii) Identifying the dimensions of work commitment that can influence the job performance of KPDN Southern Zone Enforcement Officers.

5.0 IMPLEMENTATION

The study will be conducted using a quantitative approach with a correlational survey design. This approach allows researchers to empirically identify and measure the relationship between independent and dependent variables. According to Creswell and Creswell (2017), a correlational design is appropriate when the study objective is to determine the strength and direction of the relationship between two or more variables in the population being studied.

The independent variables consist of three dimensions of work commitment, namely affective commitment, continuance commitment, and normative commitment, while the dependent variable is job performance. All three dimensions are measured based on the Meyer and Allen (1991) model, widely used in human resource management and organizational psychology studies. Job performance is measured based on indicators relevant in the public sector context such as productivity, discipline, work quality, and task involvement (Omar et al., 2022).

This study is conducted in the Southern Zone of Malaysia, which includes three states, namely Melaka, Negeri Sembilan, and Johor. The study focuses on KPDN Enforcement Officers stationed at their respective state offices. The research begins with the validation of a questionnaire instrument adapted from previous scholars. To measure organizational commitment, this study uses a questionnaire developed by Allen and Meyer (1991), which consists of 18 items. Meanwhile, job performance is measured using a questionnaire adapted from Lee (2009), comprising 19 items. Subsequently, the collected data are analyzed using SPSS software.

6.0 CONTRIBUTIONS AND DISCUSSION

As this paper is conceptual in nature, it does not present empirical findings at this stage. Instead, this section focuses on the expected contributions of the proposed study. The anticipated findings are expected to provide valuable insights into the role of work commitment in enhancing job performance among KPDN Enforcement Officers, particularly within a context of limited resources and increasing enforcement demands. Specifically, the study is expected to assist KPDN management in identifying key dimensions of commitment that significantly influence officer performance, thereby enabling more targeted human resource strategies. These insights may inform policy formulation, workforce planning, training interventions, and motivational initiatives aimed at strengthening officer commitment and sustaining enforcement effectiveness. Ultimately, the expected contributions of this study support evidence-based decision-making within KPDN, contributing to improved operational efficiency, service delivery, and the achievement of enforcement Key Performance Indicators (KPIs).

7.0 CONCLUSION

Overall, this concept paper emphasizes the importance of work commitment as a strategic factor that influencing the job performance of enforcement officers in the Southern Zone of KPDN. This research is expected to make a significant contribution to the development of academic knowledge, especially in the field of public sector human resource management and the study of the performance of enforcement organizations, by strengthening empirical evidence on the relationship between the dimensions of work commitment and the effectiveness of task performance. From an academic perspective, the findings of this study have the potential to enrich existing literature and serve as a reference for future researchers in building a more holistic and contextual performance management model.

For the ministry, this study provides a factual evidence base to assess the effectiveness of policies, reward systems, training and work environments that influence the level of commitment and performance of officers. The study findings can be used as important input in strategic human resource planning, enforcement policy improvements and human capital development of KPDN in phases and sustainably. Furthermore, for stakeholders such as top management, policy makers and related agencies, this study helps strengthen governance, increase accountability and ensure that enforcement services are implemented more efficiently, with integrity and with high impact on the community.

AUTHOR CONTRIBUTIONS

Mahad, M. A: The main author who is the result of the Master's study

Wahab, N.J.A : Master's main supervisor

Ibrahim, R. : Co-supervisor

CONFLICT OF INTEREST

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the review, agree with its submission and declare no conflict of interest on the manuscript.

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