

**MEDIATING EFFECT OF WORKPLACE  
STRESS ON THE RELATIONSHIP BETWEEN  
PERCEIVED ORGANIZATIONAL SUPPORT  
AND ORGANIZATIONAL COMMITMENT  
AMONG MALAYSIAN MANUFACTURING  
EMPLOYEES**

**WONG FOCK KEONG**

**ASIA e UNIVERSITY  
2024**

MEDIATING EFFECT OF WORKPLACE STRESS ON THE  
RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT  
AND ORGANIZATIONAL COMMITMENT AMONG MALAYSIAN  
MANUFACTURING EMPLOYEES

WONG FOCK KEONG

A Thesis Submitted to Asia e University in  
Fulfillment of the Requirements for the  
Degree of Doctor of Philosophy

April 2024

## ABSTRACT

The purpose of the current research was to analyze organizational commitment and to predict the factors that influenced organizational commitment, with workplace stress serving as the mediator. In addition, this research introduced a novel conceptual framework to enhance the understanding of organizational commitment. Most previous studies on organizational commitment, the dependent variable, focused on establishing the direct relationship between the independent variables (predictors) and the dependent variable. However, there was insufficient research to examine the "indirect" relationship between the predictors and the dependent variable. Therefore, this research sought to address this gap by using workplace stress as a mediator to determine whether an indirect relationship existed, which enhanced the understanding of the connection between the predictors and the dependent variables. The theoretical framework of this research was the Job Demands-Resources (JD-R) Theory. Furthermore, the current researcher utilized various elements to anticipate both workplace stress and organizational commitment, including job characteristics, perceived organizational support, and work engagement. The current research adopted both Statistical Package for the Social Sciences (SPSS) and partial least squares structural equation modelling (PLS-SEM) as the research method for data analysis. The expected outcome of the study was to determine whether the hypotheses tested were accepted or rejected. The significance of the findings in the study contributed to the literature on factors that could enhance organizational commitment. The results showed a significant relationship between perceived organizational support, workplace stress, and organizational commitment. However, the tested relationships between job characteristics, work engagement, and organizational commitment were found to be not significant. The findings indicated that workplace stress played a strong mediating role between job characteristics, perceived organizational support, work engagement, and organizational commitment.

**Keywords:** Job characteristics, perceived organizational support, work engagement, workplace stress, organizational commitment

## **APPROVAL**

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Philosophy.

The student has been supervised by: **Prof Dr Gunasegaran Karuppanan, OUM**

The thesis has been examined and endorsed by:

**Prof Dato' Dr Hj Nasir Saludin,**

Asia e University (AeU)

Examiner 1

**Prof Dr Mohd Hassan Mohd Osman,**

DRB-HICOM University

Examiner 2

This thesis was submitted to Asia e University and is accepted as fulfilment of the requirements for the degree of Doctor of Philosophy.



**Professor Dr. Siow Heng Loke**

Asia e University

Chairman, Examination Committee

(30 April 2024)

## **DECLARATION**

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

**Name: Wong Fock Keong**

*Francis*

**Signature of Candidate:**

**Date: 30 April 2024**



## **ACKNOWLEDGEMENTS**

I would like to express my deepest gratitude to my supervisor, Associate Professor Dr Gunasegaran, for his unwavering guidance, expertise, and invaluable support throughout the journey of completing this PhD thesis. His mentorship has been instrumental in shaping the outcome of my research.

A heartfelt appreciation goes to my wife, Yong Mei Lin, for her enduring patience, understanding, and constant encouragement during the challenging moments of this academic pursuit. Her unwavering support has been my pillar of strength.

I extend my sincere thanks to my two wonderful children, Chun Tatt and Yee Fong, for their understanding and sacrifices as I dedicated time to this academic endeavor. Their resilience and encouragement fueled my determination to succeed.

I would also like to acknowledge the management & employees of the selected manufacturing companies for their contributions, whether in the form of assistance, participation, or kind support. Their collective efforts have significantly enriched the quality of this thesis.

To everyone who played a role, big or small, in this academic journey, thank you for being part of this significant milestone in my life.

## TABLE OF CONTENTS

<b>ABSTRACT</b>	<b>ii</b>
<b>APPROVAL</b>	<b>iii</b>
<b>DECLARATION</b>	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vi</b>
<b>TABLE OF CONTENTS</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>x</b>
<b>LIST OF FIGURES</b>	<b>xiii</b>
<b>LIST OF ABBREVIATION</b>	<b>xiv</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.0 Chapter Overview	1
1.1 Research Background	1
1.2 Problem Statement	8
1.3 Research Objectives	14
1.4 Research Questions	14
1.5 Research Hypotheses	15
1.6 Operational Definitions	17
1.7 Justifications and Significance of the Research	19
1.8 Research Scope	21
1.9 Thesis Structure	24
1.10 Chapter Summary	26
<b>CHAPTER 2 REVIEW OF LITERATURE</b>	<b>28</b>
2.0 Chapter Overview	28
2.1 Organizational Commitment	29
2.1.1 Organizational Commitment in the Malaysian Manufacturing Industry	34
2.2 Job Characteristics	36
2.2.1 Job Characteristics in the Malaysian Manufacturing Industry	37
2.3 Work Engagement	40
2.3.1 Work Engagement in the Malaysian Manufacturing Industry	41
2.4 Perceived Organizational Support	46
2.4.1 Perceived Organizational Support in the Malaysian Manufacturing Industry	49
2.5 Workplace Stress	51
2.5.1 Workplace Stress in the Malaysian Manufacturing Industry	52
2.5.2 Stress Management Interventions	54
2.6 Job Demands-Resources Theory	57
2.6.1 The Relevance and Variable Identification of Employing JD-R Theory	60
2.7 Hypothesis Development	72
2.7.1 Job Characteristics and Organizational Commitment	73
2.7.2 Work Engagement and Organizational Commitment	75
2.7.3 Perceived Organizational Support and Organizational Commitment	78
	vii



2.7.4	Job Characteristics and Workplace Stress	80
2.7.5	Work Engagement and Workplace Stress	82
2.7.6	Perceived Organizational Support and Workplace Stress	84
2.7.7	Workplace Stress and Organizational Commitment	87
2.7.8	The Mediating Role of Workplace Stress	89
2.8	Research Gaps	93
2.8.1	Theoretical Gap	94
2.8.2	Knowledge Gap	95
2.9	Proposed Conceptual Framework	97
2.9.1	Different Thoughts on Theoretical Framework and Conceptual Framework	97
2.9.2	Rationale for the Present Research to Adopt a Theoretical Framework and a Conceptual Framework	98
2.9.3	Conceptual Framework of the Current Research	100
2.10	Hypothesis Summary	101
2.11	Chapter Summary	102
<b>CHAPTER 3 METHODOLOGY</b>		<b>105</b>
3.0	Chapter Overview	105
3.1	Research Philosophy	105
3.2	Research Design	108
3.3	Population and Sampling	110
3.4	Data Collection	113
3.5	Instrumentation	115
3.5.1	Demographic Profile	118
3.5.2	Job Diagnostic Survey (JDS)	118
3.5.3	Utrecht Work Engagement Scale (UWES)	119
3.5.4	Survey of Perceived Organizational Support (SPOS)	120
3.5.5	Stress & Satisfaction Offset Score (SSOS)	121
3.5.6	Organizational Commitment Questionnaire (OCQ)	123
3.6	Validity of the Measuring Instruments	124
3.7	Reliability of the Measuring Instruments	125
3.7.1	Reliability of the Job Diagnostic Survey (JDS)	127
3.7.2	Reliability of the Utrecht Work Engagement Scale (UWES)	130
3.7.3	Reliability of the Survey of Perceived Organizational Support (SPOS)	131
3.7.4	Reliability of the Stress & Satisfaction Offset Score (SSOS)	131
3.7.5	Reliability of the Organizational Commitment Questionnaire (OCQ)	132
3.8	Data Analysis	134
3.8.1	Data Preparation	134
3.8.2	Partial Least Square Structural Equation Modelling (PLS-SEM)	135
3.8.3	Evaluation of Measurement Model and Structural Model	138
3.9	Chapter Summary	145
<b>CHAPTER 4 RESULTS AND DISCUSSION</b>		<b>147</b>
4.0	Chapter Overview	147

4.1	Profile of Respondents	147
4.2	Data Screening	148
	4.2.1 Missing Data	148
	4.2.2 Outlier	150
	4.2.3 Normality	151
	4.2.4 Common Method Bias	152
4.3	Descriptive Analysis	153
4.4	Socio-Demographics	155
4.5	Partial Least Squares Structural Equation Modelling (PLS-SEM) Analysis	156
4.6	Measurement Model Assessment	161
	4.6.1 Internal Consistency Reliability	161
	4.6.2 Convergent Validity	162
	4.6.3 Multicollinearity	165
	4.6.4 Discriminant Validity	166
	4.6.5 Validating Higher-Order Construct	170
4.7	Structural Model Assessment	172
	4.7.1 Path Coefficients	173
	4.7.2 Coefficient of Determination ( $R^2$ )	178
	4.7.3 Predictive Relevance ( $Q^2$ )	179
	4.7.4 Model Fit	181
4.8	Mediation Analysis	181
4.9	Chapter Summary	186

**CHAPTER 5 CONCLUSION, IMPLICATION AND RECOMMENDATIONS 188**

5.0	Chapter Overview	188
5.1	Overview of Research	188
5.2	Discussion of Findings	190
	5.2.1 Findings based on Research Objective 1	193
	5.2.2 Findings based on Research Objective 2	203
	5.2.3 Findings based on Research Objective 3	209
	5.2.4 Findings based on Research Objective 4	211
5.3	Implications of Research	218
	5.3.1 Methodological Implication	219
	5.3.2 Theoretical Implication	221
	5.3.3 Practical Implication	222
5.4	Limitation of Research	224
5.5	Recommendation for Future Research	225
5.6	Long Abstract and Conclusion	226
	5.6.1 Long Abstract	226
	5.6.2 Conclusion	229

**REFERENCES 231**

**APPENDICES 271**

Appendix A: Organizational Commitment Questionnaire 2023	271
Appendix B: Face Validity Evaluation Form 1	285
Appendix C: Face Validity Evaluation Form 2	286
Appendix D: Content Validity Evaluation Form 1	287
Appendix E: Content Validity Evaluation Form 2	289

## LIST OF TABLES

<b>Table</b>		<b>Page</b>
1.1	A comparison between problem statement, research objectives, research questions and research hypotheses	16
2.1	Definitions of organizational commitment by authors	30
2.2	Definitions of work engagement by authors	40
2.3	Definitions of perceived organizational support by authors	47
2.4	Definitions of workplace stress by authors	51
2.5	Primary, secondary and tertiary stress management interventions	55
3.1	Krejcie and Morgan's sampling table	111
3.2	Measuring instruments of the variables	115
3.3	Structure of the questionnaires	116
3.4	Job Diagnostic Survey (JDS)	118
3.5	Utrecht Work Engagement Scale (UWES)	119
3.6	Survey of Perceived Organizational Support (SPOS)	120
3.7	Stress & Satisfaction Offset Score (SSOS)	121
3.8	Organizational Commitment Questionnaire (OCQ)	123
3.9	Reliability statistics of skill variety	127
3.10	Reliability statistics of task identity	128
3.11	Reliability statistics of task significance	128
3.12	Reliability statistics of autonomy	129
3.13	Reliability statistics of feedback	129
3.14	Reliability statistics of Utrecht Work Engagement Scale (UWES)	130

3.15	Reliability statistics of Survey of Perceived Organizational Support (SPOS)	131
3.16	Reliability statistics of Stress & Satisfaction Offset Score (SSOS)	131
3.17	Reliability statistics of affective commitment	132
3.18	Reliability statistics of continuance commitment	132
3.19	Reliability statistics of normative commitment	133
3.20	Evaluation of the measurement models and the structural model	138
4.1	Expected response rate and actual response rate of the respondents	147
4.2	Case processing summary	148
4.3	Deletion of outliers	150
4.4	Full collinearity testing	152
4.5	Descriptive statistics of the respondents	153
4.6	Frequency table of the socio-demographics of the respondents	154
4.7	Cronbach's Alpha and Composite Reliability (CR) of the current research	162
4.8	Outer loadings of the current research	163
4.9	Average Variance Extracted (AVE) of the current research	164
4.10	Variance Inflation Factor (VIF) of the current research	165
4.11	Fornell-Larcker criterion of the current research	167
4.12	Cross-loadings of the current research	167
4.13	Heterotrait-Monotrait (HTMT) ratio of correlations of the current research	169

4.14	Construct validity and reliability of higher-order constructs	170
4.15	Hypothesis testing direct effects	173
4.16	Coefficient of Determination (R <sup>2</sup> ) of the current research	179
4.17	PLS-Predict of the current research	180
4.18	SRMR and NFI of the current research	181
4.19	Hypothesis testing total effects, direct effects and indirect effects	183
4.20	The summary of research findings	187

## LIST OF FIGURES

<b>Figure</b>		<b>Page</b>
1.1	National GDP of Malaysia by industry (in %)	2
1.2	Key highlights of the manufacturing sector in 2021	3
1.3	Employees, salaries and wages of the manufacturing sector (in %)	9
2.1	Job Demands-Resources Theory as the theoretical framework	60
2.2	Basic mediation model	89
2.3	Different types of research gaps	93
2.4	Proposed conceptual framework	100
3.1	The research “onion”	108
3.2	Employed manufacturing employees in manufacturing industry (in 1000s), Malaysia/state in 2021	110
3.3	Results of the G*Power calculation	126
3.4	CB-SEM vs PLS-SEM	137
4.1	The four types of hierarchical latent variable models	157
4.2	Lower-order construct of the current research	159
4.3	Higher-order construct of the current research	160
4.4	Mediation analysis procedure	185

## LIST OF ABBREVIATION

A	Autonomy
AC	Affective Commitment
AVE	Average Variance Extracted
CA	Cronbach's alpha
CB-SEM	Covariance-Based Structural Equation Modelling
CC	Continuance Commitment
CMB	Common Method Bias
CR	Composite Reliability
CSR	Corporate Social Responsibility
E&E	Electrical and Electronics
EAP	Employee Assistance Program
F	Feedback
GDP	Gross Domestic Product
HR	Human Resource
HRD	Human Resource Development
HTMT	HeteroTrait-MonoTrait
ITC	International Test Commission
JC	Job Characteristics
JCM	Job Characteristics Model
JD-R	Job Demands-Resources
JDS	Job Diagnostic Survey
LM	Linear Model
LV	Latent Variable
M&E	Machinery and Equipment
NC	Normative Commitment

NFI	Normed Fit Index
OCB	Organizational Citizenship Behavior
OCQ	Organizational Commitment Questionnaire
OST	Organizational Support Theory
PLS-SEM	Partial Least Square Structural Equation Modelling
POS	Perceived Organizational Support
R&D&C	Research, Development and Commercialization
RCEP	Regional Comprehensive Economic Partnership
RMSE	Root Mean Square Error
RO	Research Objective
RQ	Research Question
SME	Small- and Medium-sized Enterprise
SMI	Stress Management Intervention
S-O-R	stimulus-organism-response
SPOS	Survey of Perceived Organizational Support
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
SSOS	Stress & Satisfaction Offset Score
SV	Skill Variety
TI	Task Identity
TS	Task Significance
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor
WE	Work Engagement
WS	Workplace Stress



# CHAPTER 1

## INTRODUCTION

### 1.0 Chapter Overview

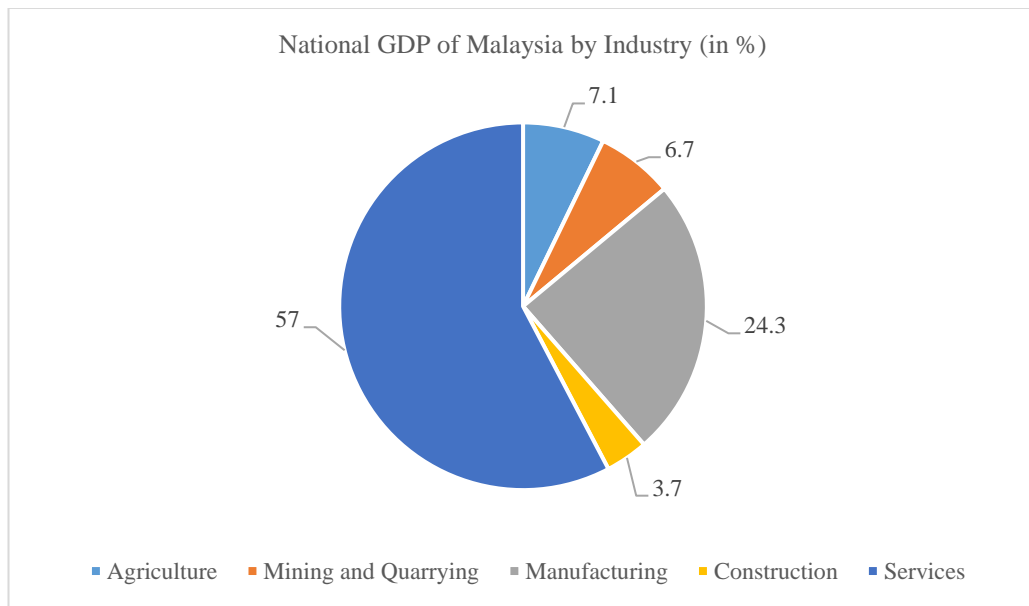
Chapter 1 served as the inaugural segment of this thesis, providing a comprehensive overview of the prevailing research entitled “Mediating Effects of Workplace Stress between Perceived Organizational Support, Job Characteristics, Work Engagement and Organizational Commitment Among Malaysian Manufacturing Employees”.

In this chapter, the current researcher presented the contextual background of the current research, addressing the prevailing challenges and opportunities within the Malaysian manufacturing industry. Emphasis was placed on the importance of undertaking this research to address contemporary issues identified in the problem statement, highlighting the potential for positive transformation within the manufacturing sector. Furthermore, the current researcher outlined the geographical scope, unit of analysis and temporal framework of the research, maintaining transparency regarding potential research limitations. Lastly, operational definitions were introduced, and an overview of the thesis's structure was provided to enhance readers' comprehension.

### 1.1 Research Background

The Malaysian manufacturing sector played a pivotal role in the nation's economic framework, making significant contributions to its Gross Domestic Product (GDP) and offering widespread employment opportunities. As depicted in Figure 1.1, the manufacturing sector held the status of the second-largest contributor to the national GDP, representing approximately a quarter of Malaysia's economic output (Department of Statistics Malaysia Official Portal, 2021). This highlighted its noteworthy contribution to Malaysia's economic growth and stability.

**Figure 1.1: National GDP of Malaysia by industry (in %)**



*Source: Department of Statistics Malaysia Official Portal (2021)*

In a more recent context, information obtained from the Malaysian Investment Development Authority (2023) illuminated the pivotal role assumed by the manufacturing sector in 2021. Noteworthy was the sector's endorsement of 702 projects, drawing a total of RM195.1 billion in approved investments and generating 74,575 employment opportunities, as depicted in Figure 1.2. These figures underscored the resilience and allure of Malaysia's manufacturing industry, demonstrating its capacity to thrive in the face of global economic uncertainties. The sector persisted as a vital catalyst for the nation's export earnings and job creation, making substantial contributions to overall economic growth.

**Figure 1.2: Key highlights of the manufacturing sector in 2021**



*Source: Malaysian Investment Development Authority (2023)*

In a more recent context, information obtained from the Malaysian Investment Development Authority (2023) illuminated the pivotal role assumed by the manufacturing sector in 2021. Noteworthy was the sector's endorsement of 702 projects, drawing a total of RM195.1 billion in approved investments and generating 74,575 employment opportunities, as depicted in Figure 1.2. These figures underscored the resilience and allure of Malaysia's manufacturing industry, demonstrating its capacity to thrive in the face of global economic uncertainties. The sector persisted as a vital catalyst for the nation's export earnings and job creation, making substantial contributions to overall economic growth.

As per the Malaysian Investment Development Authority (2023), the Malaysian manufacturing sector delineated crucial focal points for its expansion and enduring viability. These encompassed the cultivation of a proficient and flexible workforce and the integration of Industry 4.0 technologies. These strategic endeavors were designed to revitalize established industries and unlock fresh prospects across diverse sectors.

For instance, enterprises operating within Malaysia's manufacturing sector were actively urged to enhance their productivity by expediting processes of automation and innovation (Daud et al., 2021). This could entail the incorporation of advanced robotics

and artificial intelligence into production lines, resulting in heightened efficiency and decreased operational costs.

Additionally, there was an encouragement for the sector to actively participate in research, development, and commercialization (R&D&C) initiatives. Companies investing in R&D&C not only maintained competitiveness but also spearheaded innovation in their specific domains, resulting in the generation of advanced products and technologies (Rosdi et al., 2021). Consequently, this positioned Malaysia as a center for innovation, drawing additional investments.

The dedication to ecologically sound and sustainable production practices represented another noteworthy facet in the evolution of the manufacturing sector. This could involve embracing cleaner and more environmentally friendly manufacturing processes, diminishing carbon emissions, and mitigating the generation of waste (Yacob et al., 2019). Such initiatives were in accordance with global sustainability objectives and appealed to environmentally conscious consumers, creating avenues for new markets and export opportunities.

Promoting collaboration within the industry was actively endorsed. Companies were urged to establish close partnerships with industry associations and exchange best practices (Kannan & Garad, 2020). Such collaboration had the potential to contribute to the formulation of industry-wide standards and guidelines, thereby enhancing overall efficiency and product quality.

Against the backdrop of these dynamic changes and advancements in the manufacturing sector, it became imperative to comprehend the factors influencing organizational commitment to companies. Organizational commitment directly exerted influence on various facets of organizational performance, encompassing retention rates, productivity levels, and overall success (Ibrahim, 2021). Elements such

as a supportive work environment, opportunities for skill development, and a sense of purpose in contributing to sustainable practices could significantly affect organizational commitment and, consequently, the enduring success of manufacturing organizations in Malaysia (Yusliza et al., 2021). The exploration and addressing of these factors emerged as a priority for manufacturers aiming to thrive in this evolving landscape.

In spite of the notable expansion and considerable economic contributions of Malaysia's manufacturing sector, its workforce encountered a range of formidable challenges that had a significant impact on their daily lives and job satisfaction. One of the most pervasive issues was the inadequacy of remuneration. For instance, a substantial portion of manufacturing employees, particularly those involved in labor-intensive tasks, received wages that scarcely covered their basic needs (Raj-Reichert, 2020). This situation resulted in financial hardships, limited opportunities for savings, and a diminished sense of contentment in their employment.

Furthermore, numerous manufacturing environments exhibited suboptimal working conditions. For example, employees in certain manufacturing facilities underwent prolonged working hours, frequently surpassing legal limits, to fulfill production targets (Anner, 2020). Inadequate safety protocols and insufficient measures for managing hazardous materials further heightened the risks associated with such settings (Noor et al., 2019). These circumstances not only posed physical risks but also imposed psychological stressors, affecting the overall well-being of the employees.

Job instability represents another critical concern that plagued the manufacturing sector in Malaysia. The sector's global competitiveness heightened, rendering job security a precarious dimension of employment. Regular layoffs, restructurings, and

uncertainties related to market demand added to the anxiety and uncertainty experienced by manufacturing workers (Razak et al., 2021). For instance, a sudden economic downturn or a shift in market dynamics could result in layoffs, leaving employees in a constant state of apprehension about their job security (Mujtaba & Senathip, 2020).

Moreover, the unyielding pace of technological advancements mandated ongoing skill upgrades among manufacturing employees. Inability to adapt to evolving industry demands could impede career progression and constrain opportunities for personal development. For instance, within the automotive manufacturing sector, the transition to electric vehicles necessitated a workforce equipped with skills in electric powertrains and battery technologies (Osatis & Asavanirandorn, 2022). A disparity between the current skill set of employees and these emerging requirements had the potential to hinder their professional growth (Reiman et al., 2021).

Additionally, the physical and mental well-being of manufacturing workers was frequently compromised as a result of the demanding characteristics of their work environments. Extended working hours, repetitive tasks, and intense pressure to achieve production targets could result in heightened stress levels and exhaustion (Bakker & Vries, 2021). This not only impacted their productivity but also carried long-term implications for their overall well-being.

However, in the face of these formidable challenges, there were promising opportunities for the Malaysian manufacturing workforce. Collaborations within the industry focused on improving skills through upskilling and reskilling initiatives had the potential to empower workers to adjust to the changing demands of the sector (Vinayan et al., 2020). For example, a collaboration among prominent electronics

manufacturers could have provided specialized training in robotics and automation for its employees, arming them with skills pertinent to Industry 4.0 (Javaid et al., 2021).

Furthermore, the incorporation of Industry 4.0 technologies had the potential to substantially enhance working conditions within manufacturing facilities. For instance, the adoption of automation and robotics had the capability to alleviate physical strain on workers, boost productivity, and mitigate safety risks (Javaid et al., 2021). Consequently, this could have generated new employment opportunities in positions associated with the programming, maintenance, and supervision of these advanced systems (Vrontis et al., 2022).

Furthermore, the industry's increasing dedication to sustainability offered opportunities to embrace environmentally conscious practices. For example, manufacturers could have adopted eco-friendly production methods and invested in renewable energy sources (Abdullah et al., 2021). This transition towards sustainability had the potential to result in the emergence of new job roles in fields such as renewable energy technology and research on eco-friendly materials.

Malaysia's strategic geographical positioning and active involvement in international trade agreements, such as the Regional Comprehensive Economic Partnership (RCEP), offered manufacturing employees the opportunity for global engagement (Chaisse & Pomfret, 2019). Workers had the chance to gain exposure to diverse markets, expand their skill sets, and access international career opportunities.

In summary, although the Malaysian manufacturing industry contended with numerous challenges impacting its workforce, there were discernible opportunities for enhancement and expansion. These opportunities encompassed investments in skills development, the incorporation of advanced technologies, a dedication to sustainability, and increased engagement in global markets (Abdullah et al., 2021;

Chaisse & Pomfret, 2019; Vinayan et al., 2020). Addressing these challenges and capitalizing on these opportunities demanded further research, collaborative initiatives, and the formulation of strategies and policies prioritizing the job satisfaction and well-being of manufacturing employees, all while ensuring the sustained growth and competitiveness of the industry (Bakker & Vries, 2021; Kannan & Garad, 2020; Vinayan et al., 2020).

## **1.2 Problem Statement**

As delineated in the research background, the Malaysian manufacturing sector played a crucial role in propelling the country's economic growth, making substantial contributions to its GDP and employment. However, an ongoing challenge confronted the sector in maintaining a highly committed and engaged workforce. Organizational commitment, characterized by employees' loyalty and emotional attachment to their organizations, emerged as a critical factor influencing retention, productivity, and overall organizational success (Ibrahim, 2021).

In this ever-changing landscape, manufacturing employees played a pivotal role as the cornerstone of the sector, driving production, innovation, and competitiveness. Malaysia's manufacturing industry comprised diverse sectors, including electrical and electronics (E&E), machinery and equipment (M&E), chemicals, aerospace, and medical devices, each presenting unique demands and opportunities. Together, these sectors contributed to the industry's resilience and adaptability.