

The Influence of Work Environment, Motivation and Organizational Support on Employee Productivity

Bibi Nabi Ahmad Khan
Open University Malaysia

Zahir Osman
Open University Malaysia

Nazruzila Razniza Mohd Nadzri
Open University Malaysia

Noor Idayu Ismail
Open University Malaysia

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v16-i2/27428>

Published Date: 06 February 2026

Abstract

Employee productivity remains a central concern for both public and private organizations seeking to maintain a competitive edge and achieve sustainable growth in an era marked by rapid technological change and heightened competition, making the factors that influence and drive employee output a critical area of investigation. This study examines the complex relationship between key workplace conditions specifically, the Work Environment (WEV) and Organizational Support (OSP) and Employee Productivity (PRO), suggesting that this relationship is significantly mediated by Motivation (MOT). Drawing on the established principles of the Job Demands-Resources (JD-R) Theory, this research frames WEV and OSP as essential Job Resources that organizations provide to their employees, which, according to the JD-R model, initiate a crucial motivational process where a supportive work environment and tangible organizational support systems reduce friction, foster growth, and cultivate a high level of employee motivation. This enhanced motivation then serves as the direct, energetic force that translates favorable workplace conditions into measurable increases in productivity, which is the primary mechanism this study seeks to empirically test using advanced structural modeling techniques to analyze data from a diverse sample of employees. By quantifying the direct influence of WEV and OSP on MOT, the influences of all three on PRO, and the specific mediating role of Motivation, this research contributes significantly to the body of organizational theory and offers actionable, evidence-based

recommendations for practitioners and leaders seeking to design holistic strategies that enhance both structural support and motivational engagement to build a resilient and high-performing workforce.

Keywords: Work Environment, Organizational support, Motivation, Job Demands-Resources (JD-R) Theory, Employee Productivity

Introduction

Employee productivity is a key determinant of organizational success, especially in today's highly competitive and rapidly changing business environment. As organizations increasingly recognize human capital as their most valuable asset, attention has shifted toward understanding how workplace conditions shape employee performance. Guided by the Job Demands–Resources (JD-R) Theory (Bakker & Demerouti, 2017), this study focuses on how Work Environment (WEV) and Organizational Support (OSP), two critical job resources that interact to influence Employee Productivity (PRO), both directly and indirectly through Motivation (MOT).

According to JD-R Theory, employee well-being and performance are shaped by the balance between job demands and the resources available to them. Job resources such as a positive work environment, supportive management, and growth opportunities not only help employees cope with challenges but also trigger motivational processes that enhance engagement and productivity. Within this framework, the work environment plays a particularly important role. A conducive, healthy, and resourceful work environment improves job satisfaction, commitment, and performance (Briner, 2010). Physical comfort, positive interpersonal relationships, and managerial support have been shown to significantly increase employee engagement and output (Na & Chelliah 2022). When employees feel safe, respected, and equipped with adequate resources, their ability to innovate and perform effectively increases (Attiq, Rasool, & Iqbal, 2017).

Motivation (MOT) is another essential factor influencing productivity. Both intrinsic and extrinsic motivational drivers shape how employees approach work tasks and organizational goals (Van den Broeck et al., 2021; Khan et al. 2025). Self-Determination Theory (SDT) suggests that autonomous motivation, rooted in meaning, interest, and personal satisfaction, positively influences work engagement and productivity (Roussillon Soyer, Bernaud, & Carrein, 2021b). Employees who perceive their work as meaningful generally demonstrate greater persistence, creativity, and performance (Roussillon Soyer, Balkin, & Fall, 2021a). In the JD-R model, motivation serves as the mechanism that translates job resources into improved performance outcomes.

Organizational Support (OSP), particularly Perceived Organizational Support (POS) is another critical job resource that shapes employee attitudes and behavior. POS refers to employees' perceptions that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). High levels of organizational support foster loyalty, engagement, and a sense of belonging, all of which contribute to sustainable productivity (Vasudevan et al., 2025). Supportive leadership, fair treatment, recognition, and professional development opportunities further encourage employees to exert greater effort and maintain higher performance (Celestin et al. 2024).

Although previous studies have established that WEV, OSP and MOT influence employee productivity, most have examined these relationships separately or focused on direct effects only (Putra & Mujiati, 2022; Andriansyah et al., 2024; Purwanto, 2023). Empirical findings on the mediating role of motivation remain inconsistent, with some studies confirming its significance (Jusman & Rohani, 2021; Adelliani et al., 2023) while others report weak or non-significant mediation effects (Lestari & Wulansari, 2024). In addition, limited research has integrated work environment and organizational support within a single model grounded in Job JD-R Theory, particularly in the Malaysian context. This indicates a clear gap in understanding how these job resources jointly influence productivity through motivational mechanisms in local organizational settings.

Given these insights, this study integrates WEV, OSP, MOT, and PRO into a single conceptual framework to examine how workplace conditions influence productivity. Consistent with JD-R Theory, the study assumes that WEV and OSP directly enhance PRO, while also strengthening motivation, which subsequently mediates the relationship between these job resources and productivity. This integrated approach provides a comprehensive understanding of how supportive workplace conditions and motivational processes jointly contribute to employee productivity.

Overall, this study aims to investigate how a positive work environment, strong motivational drivers, and organizational support interact to shape productivity outcomes within contemporary organizational settings. Understanding these relationships will offer valuable insights for managers and policymakers seeking to design effective strategies that enhance employee well-being and drive sustainable organizational performance.

Research Objectives

The purpose of this study is to examine how the work environment, motivation, and organizational support influence employee productivity.

The specific objectives of this study are:

- To investigate the influence of work environment and organizational support on employee motivation.
- To examine the influence of the work environment on employee productivity.
- To determine the effect of motivation on employee productivity.
- To investigate the impact of organizational support on employee productivity.
- To evaluate the mediating role of motivation in the relationship between work environment, organizational support, and employee productivity.

Research Questions

In line with the above objectives, the study addresses the following research questions:

- How do the work environment and organizational support influence employee motivation?
- How does the work environment influence employee productivity?
- To what extent does motivation affect employee productivity?
- What is the impact of organizational support on employee productivity?
- Does motivation mediate the relationship between work environment, organizational support, and employee productivity?

Literature Review and Hypotheses Development

Underpinning Theory

This study is underpinned by the Job Demands-Resources (JD-R) Theory, which explains how workplace characteristics influence employee motivation, well-being, and performance. According to Demerouti et al. (2001) and Bakker and Demerouti (2017), every job comprises job demands such as workload, time pressure, emotional strain and job resources such as support, autonomy, and opportunities for growth that interact to shape employee outcomes. Job resources not only help employees cope with demands but also serve as powerful motivators that enhance engagement and productivity (Bakker et al., 2007). In the context of this study, a supportive work environment, motivation, and organizational support function as critical job resources that promote employee productivity. A positive work environment enables effective performance (Briner, 2010), intrinsic motivation drives creativity and sustained effort (Van den Broeck et al., 2021), and organizational support strengthens employees' emotional attachment and commitment (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Thus, consistent with the JD-R framework, when employees experience adequate support, meaningful motivation, and conducive working conditions, they are more likely to be engaged, satisfied, and productive (Bakker & Demerouti, 2017).

Relationship between work Environment, Motivation and Productivity

A conducive work environment is widely recognised as a central determinant of employee productivity in quantitative human resource studies. Empirical evidence shows that both physical and non-physical work conditions shape employees' comfort, concentration, and engagement, which subsequently enhance their performance outcomes. For instance, a positive work environment characterised by adequate facilities, supportive relationships, and safe working conditions significantly improves employees' task performance and overall output (Zhenjing et al., 2022). Similar results were reported by Putra and Mujiati (2022), who found that physical workspace factors such as lighting, temperature, and noise, as well as non-physical dimensions such as interpersonal relations, had a significant and positive effect on productivity among technology retail workers. Additional studies reaffirm that conducive work environments motivate employees to work more efficiently, leading to higher levels of productivity across sectors including manufacturing, retail, and public organisations (Purwanto, 2023; Jusman & Rohani, 2021; Adelliani et al., 2023).

Motivation has also been established as a significant predictor of productivity, operating through both intrinsic and extrinsic pathways. Quantitative findings show that motivated employees exhibit greater enthusiasm, commitment, and persistence, resulting in increased output quality and efficiency (Uka & Prendi, 2021). Motivational drivers such as recognition, opportunities for advancement, fair compensation, and alignment with personal goals are among the factors consistently associated with improved performance levels. Moreover, several studies demonstrate that motivation has a direct and significant effect on productivity across various organisational contexts (Putra & Mujiati, 2022; Purwanto, 2023; Jusman & Rohani, 2021). These outcomes reinforce the theoretical expectation that employees exert greater discretionary effort when their motivational needs are met, leading to enhanced job performance and organisational effectiveness.

Beyond its direct effect, motivation has also been examined as a mediating variable between the work environment and productivity. Several studies provide empirical support that

conducive work conditions stimulate motivational states such as enthusiasm, commitment, and job satisfaction which then translate into higher productivity. For example, Zhenjing et al. (2022) found that favourable environments improved employees' achievement-striving behaviours, which subsequently enhanced performance outcomes in academic settings. While Lestari and Wulansari (2024) reported that motivation did not significantly mediate the environment–productivity relationship in Company X, they confirmed that the work environment positively influenced motivation, suggesting partial pathway relevance. Other studies conducted in Indonesian manufacturing and public-sector organisations found motivation to be a significant mediator that strengthened the positive effect of work conditions on productivity (Jusman & Rohani, 2021; Adelliani et al., 2023). Collectively, the literature indicates that while the strength of mediation may vary across organisational contexts, motivation generally acts as an important psychological mechanism linking work environment characteristics with employee productivity.

Relationship between Organizational Support, Motivation and Productivity

Motivation has long been established as a core determinant of employee productivity, with quantitative studies consistently demonstrating its direct contribution to performance outcomes. Motivated employees show higher willingness, effort intensity, and persistence, leading to improved task completion and organizational effectiveness (Uka & Prendi, 2021). Intrinsic and extrinsic motivational factors such as recognition, autonomy, and fair rewards activate psychological states that enhance engagement and drive performance. Empirical evidence also confirms that motivation significantly mediates the effects of organizational practices on productivity. For instance, intrinsic rewards were found to influence performance through employees' motivation, reinforcing the argument that motivated workers exert discretionary effort and achieve higher output (Manzoor et al., 2021). In general, these findings highlight motivation as both a direct predictor of productivity and an important psychological mechanism transmitting the influence of organizational conditions on employee outcomes.

Organizational support is another important antecedent of employee productivity, as employees who perceive high levels of support tend to reciprocate through improved performance and organizational commitment. Organizational support reflects employees' beliefs that the organization values their contributions and cares about their well-being, which includes fair rewards, supportive supervision, and adequate resources (Andriansyah et al., 2024). Quantitative studies show that organizational support has a significant and direct impact on performance and productivity outcomes in both higher education and private-sector environments. For example, a study on lecturers at a Malaysian university found that organizational support strengthened productivity indicators such as efficiency, quality of work, and accountability (Andriansyah et al., 2024). Similarly, research in digital retail settings revealed that workplace and organizational support factors predicted higher employee performance by improving work conditions and strengthening motivational drivers (Lathiifa & Chaerudin, 2022). These findings reinforce the premise of Social Exchange Theory: when employees experience organizational support, they reciprocate through higher levels of productivity.

Beyond its direct contribution, motivation also functions as a mediating mechanism that explains how organizational support translates into improved productivity. Evidence from multiple quantitative studies supports this mediating role, showing that supportive organizational structures enhance motivation, which in turn increases employee performance. For example, Lathiifa and Chaerudin (2022) found that motivation significantly mediated the relationship between organizational factors and employee performance in the online retail sector. Likewise, Andriansyah et al. (2024) reported that organizational support partially influenced productivity through employees' motivation, although direct effects remained stronger. Findings from motivation research further confirm that when employees feel valued and supported, their intrinsic motivation increases, enhancing productivity and work quality (Uka & Prendi, 2021). Overall, the literature provides robust support for the hypothesised mediating role of motivation, suggesting that organizational support enhances productivity both directly and indirectly through motivational pathways.

Following these past studies, Figure 1 shows the research model for this study.

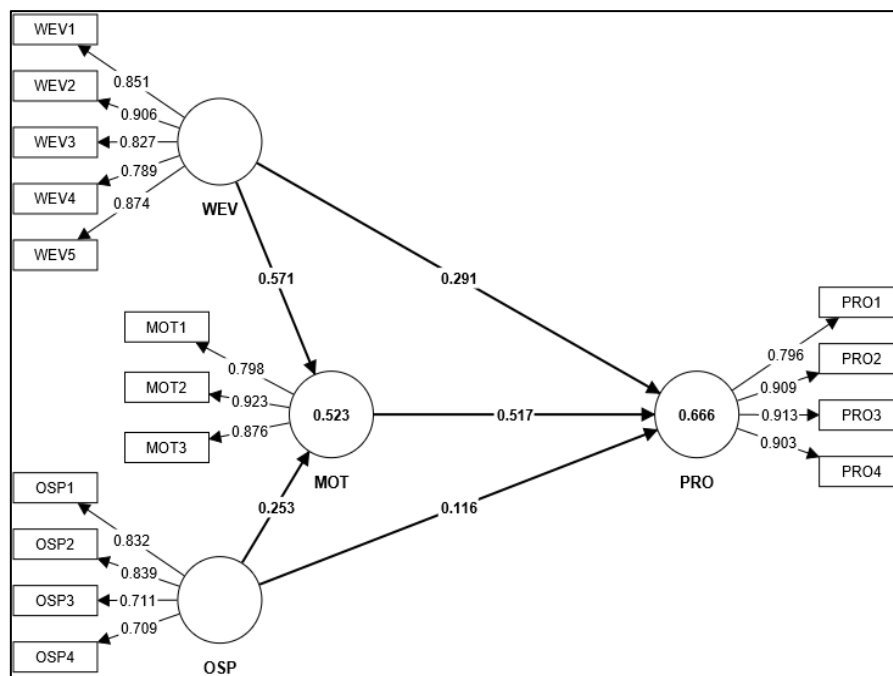


Figure 1: Research model

Notes: WEV=Work Environment OSP=Organizational Support MOT=Motivation
PRO=Productivity

Based on the past literature presented, this study presents the following hypotheses:

- H1:** Work environment has a positive and significant effect on motivation.
- H2:** Organizational support has a positive and significant effect on motivation.
- H3:** Work environment has a positive and significant effect on productivity.
- H4:** Organizational support has a positive and significant effect on productivity.
- H5:** Motivation has a positive and significant effect on productivity
- H6:** Motivation mediates the relationship between work environment and productivity.
- H7:** Motivation mediates the relationship between organizational support and productivity.

Methodology

This study focused on assessing employees in Malaysia by employing a quantitative research design using a structured survey questionnaire to collect primary data. The instrument was developed based on established and validated scales from previous studies to ensure reliability and validity. Purposive sampling was adopted due to the absence of a comprehensive population list, and survey questionnaires were distributed via email to selected participants. The study examined 20 variables encompassing four key constructs: motivation measured using a 5-item scale adapted from Ryan and Deci (2020), work environment assessed with 5 items from Briner (2010), organizational support measured using 5 items from Eisenberger et al. (1986), and work productivity, the dependent variable, evaluated through 5 items from Bhatti and Qureshi (2007). A four-point Likert scale ranging from “strongly disagree” to “strongly agree” was utilized to capture responses for each construct. Of the 300 questionnaires distributed, 233 were returned, yielding a 77% response rate, which is considered adequate for analysis using Structural Equation Modeling (SEM) (Hair et al., 2021). After data screening, 200 valid responses were retained for analysis.

Data analysis and hypothesis testing were performed using SmartPLS 4.0, a software widely recognized for its capability to assess both measurement and structural models through SEM techniques (Ringle, Wende, & Becker, 2022).. This analytical approach provided a robust foundation for examining the interrelationships between motivation, work environment, organizational support, and employee productivity, ensuring the study’s findings were both reliable and statistically sound.

Data Analysis

Respondents profile

The study involved 200 employees, comprising 88 men (44.0%) and 112 women (56.0%), showing a slightly greater representation of female participants. In terms of age composition, the largest group of respondents were between 31 and 40 years old (33.5%), followed by those aged 41 to 50 (29.5%). Participants aged 51 to 60 made up 16.5%, while 15.0% were below 30 years old. The smallest proportion (5.5%) consisted of individuals above 60 years of age, reflecting that the majority were in their mid-career phase. Concerning work tenure, 22.5% had served their organizations for more than 20 years, while another 22.5% had between 5 and 10 years of experience. Approximately 22.0% had worked between 1 and 5 years, 15.0% had 10 to 15 years of service, and 13.5% had 15 to 20 years of tenure. Only 4.5% were relatively new employees with less than one year of experience. This spread illustrates a balanced mix of employees, with a strong representation from experienced and long-serving individuals.

Regarding educational attainment, more than half of the respondents (51.5%) possessed a Master’s degree, while 24.0% held a Bachelor’s qualification, and 23.0% had completed a Doctorate. A small fraction had lower academic qualifications, with 1.0% holding a Diploma and 0.5% completing secondary education. This indicates that the sample was predominantly composed of highly educated professionals with advanced degrees. Employment sector analysis revealed that 68.0% of participants were from the private sector, while 32.0% were employed in the public sector, demonstrating stronger private-sector representation. In terms of job roles, a significant majority (83.0%) occupied non-managerial positions, whereas

17.0% held managerial posts, suggesting that the sample mainly reflected employees engaged in operational and support-level functions within their organizations.

Measurement Model

The measurement model was assessed to determine the reliability and validity of the constructs through internal consistency, convergent validity, and discriminant validity. As shown in Table 1, the Cronbach's Alpha (CA) values ranged from 0.792 to 0.904, exceeding the recommended threshold of 0.70 (Hair et al., 2021), indicating strong internal consistency. Similarly, the Composite Reliability (CR) values ranged between 0.835 and 0.916, confirming the constructs' stability and reliability. The Average Variance Extracted (AVE) values for motivation (0.752), organizational support (0.601), productivity (0.777), and work environment (0.723) were all above 0.50, meeting Fornell and Larcker's (1981) criterion for convergent validity. These results affirm that each construct adequately explains the variance of its items and that the measures used are both reliable and valid.

In addition, discriminant validity was verified using cross-loadings and the Heterotrait-Monotrait Ratio (HTMT). As shown in Table 2, all items loaded highest on their respective constructs, with noticeably lower loadings on other constructs, indicating clear construct distinctiveness. The HTMT results in Table 3 further supported this conclusion, with all values remaining below the acceptable threshold of 0.85 (Henseler, Ringle, & Sarstedt, 2015). Although the correlation between motivation and productivity (0.88) was relatively high, it remained within permissible limits, suggesting that the constructs are related yet empirically distinct. Overall, these results confirm that the measurement model demonstrates sound reliability and validity, providing a solid foundation for subsequent structural model analysis.

Table 1

Construct Reliability and Validity

	CA	CR	AVE
MOT	0.834	0.851	0.752
OSP	0.792	0.835	0.601
PRO	0.904	0.916	0.777
WEV	0.904	0.912	0.723

Table 2

Cross loading

	MOT	OSP	PRO	WEV
MOT1	0.798	0.44	0.551	0.528
MOT2	0.923	0.468	0.774	0.642
MOT3	0.876	0.44	0.678	0.613
OSP1	0.518	0.832	0.479	0.442
OSP2	0.481	0.839	0.464	0.413
OSP3	0.259	0.711	0.347	0.264
OSP4	0.215	0.709	0.226	0.237
PRO1	0.54	0.447	0.796	0.487
PRO2	0.695	0.494	0.909	0.631

PRO3	0.756	0.463	0.913	0.681
PRO4	0.725	0.429	0.903	0.648
WEV1	0.576	0.418	0.588	0.851
WEV2	0.67	0.443	0.661	0.906
WEV3	0.563	0.402	0.539	0.827
WEV4	0.496	0.345	0.51	0.789
WEV5	0.603	0.356	0.66	0.874

Table 3

Hetrotrait-Monotrait Ratio (HTMT)

	MOT	OSP	PRO	WEV
MOT				
OSP	0.58			
PRO	0.88	0.575		
WEV	0.786	0.51	0.764	

Structural Model

The structural model assessment was conducted to evaluate the hypothesized relationships among the study variables, focusing on path coefficients, *t*-statistics, and *p*-values to determine the significance of each path. As shown in Table 4, all hypothesized relationships were found to be statistically significant, with *p*-values below 0.05 and *t*-values exceeding the critical threshold of 1.96 (Hair et al., 2021). The results indicate that motivation has a strong and positive influence on productivity ($\beta = 0.517$, $t = 6.585$, $p = 0.000$), confirming that employees with higher levels of motivation tend to exhibit greater productivity. Both organizational support ($\beta = 0.253$, $t = 2.793$, $p = 0.005$) and work environment ($\beta = 0.571$, $t = 5.696$, $p = 0.000$) significantly contribute to enhancing motivation, demonstrating their critical role as job resources that drive employees' intrinsic engagement and effort. Additionally, organizational support ($\beta = 0.116$, $t = 2.115$, $p = 0.035$) and work environment ($\beta = 0.291$, $t = 4.201$, $p = 0.000$) exert direct positive effects on productivity, highlighting that employees perform better when supported by conducive and resourceful workplace conditions.

Furthermore, the analysis revealed significant mediating effects of motivation between organizational support, work environment, and productivity. Specifically, motivation mediated the relationship between work environment and productivity ($\beta = 0.295$, $t = 4.406$, $p = 0.000$), as well as between organizational support and productivity ($\beta = 0.131$, $t = 2.450$, $p = 0.014$). These findings suggest that motivation serves as a key psychological mechanism through which supportive work conditions and organizational assistance translate into higher employee performance. Overall, the structural model demonstrates that work environment, organizational support, and motivation are interrelated factors that collectively enhance productivity. The strong and significant path relationships provide empirical support for the theoretical framework derived from the Job Demands-Resources (JD-R) Theory, affirming that adequate job resources not only stimulate motivation but also lead to improved employee outcomes.

Table 4

Hypothesis testing

	Beta	T statistics	P values	Results
H1: MOT -> PRO	0.517	6.585	0.000	<i>Accepted</i>
H2: OSP -> MOT	0.253	2.793	0.005	<i>Accepted</i>
H3: OSP -> PRO	0.116	2.115	0.035	<i>Accepted</i>
H4: WEV -> MOT	0.571	5.696	0.000	<i>Accepted</i>
H5: WEV->PRO	0.291	4.201	0.000	<i>Accepted</i>
H6: WEV -> MOT -> PRO	0.295	4.406	0.000	<i>Accepted</i>
H7: OSP -> MOT -> PRO	0.131	2.450	0.014	<i>Accepted</i>

Discussion and Conclusion

The findings of this study provide strong empirical support for the hypothesized relationships among work environment, organizational support, motivation, and employee productivity. The results confirm that both the work environment and organizational support significantly enhance employee motivation and productivity, either directly or indirectly through motivational factors. These outcomes align with the principles of the Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2017), which suggests that job resources such as supportive management, conducive working conditions, and recognition promote employee engagement and performance. The mediation results further emphasize that motivation is a critical psychological mechanism linking workplace resources to productivity, highlighting the importance of fostering motivational drivers within organizations. Overall, the study concludes that a positive and supportive work environment, coupled with adequate organizational backing, is essential for nurturing motivated and high-performing employees.

Motivation and Significance

The motivation for this study arises from the growing need for organizations to sustain employee productivity in increasingly complex and competitive work environments. As workplace expectations evolve, understanding how organizational support and conducive work conditions foster employee motivation has become crucial for achieving sustainable performance (Briner, 2010; Eisenberger et al., 1986). The findings of this study are significant as they provide practical insights for managers and HR practitioners, particularly in Malaysia, by highlighting the importance of strengthening motivational processes alongside structural workplace resources to enhance employee productivity.

Theoretical Implications

From a theoretical standpoint, this study contributes to the literature on employee productivity by extending the application of the JD-R Theory within the Malaysian context. It validates the theory's assertion that job resources not only safeguard the negative effects of job demands but also stimulate motivational and performance-related outcomes. By integrating motivation as a mediating variable, the study offers a more comprehensive understanding of how workplace factors interact to influence productivity. The results also reinforce the theoretical linkage between intrinsic motivation and performance outcomes, aligning with the views of Ryan and Deci (2020) on self-determination and internalized work motivation. Thus, this study strengthens the theoretical foundation connecting workplace resources, motivation, and employee outcomes, adding valuable insights to organizational behavior and human resource management research.

Practical Implications

From a practical perspective, the findings highlight the importance for organizations to create and maintain a supportive and motivating work environment to enhance productivity. Employers should invest in developing positive workplace climates that promote employee well-being, autonomy, and growth opportunities. Providing strong organizational support through fair policies, recognition systems, and clear communication channels can foster motivation and commitment, which in turn elevate employee performance. Managers and HR practitioners should also prioritize motivational strategies such as training, career advancement opportunities, and performance feedback to sustain engagement and productivity. In essence, organizations that strategically nurture both tangible and psychological job resources can achieve higher levels of workforce effectiveness and organizational success.

Suggestions for Future Research

Future studies could expand the current framework by incorporating additional variables such as leadership style, job satisfaction, or employee engagement to further explore the dynamics influencing productivity. A longitudinal research design could also be employed to assess changes in motivation and productivity over time, providing deeper insights into causal relationships. Additionally, comparative studies across different industries or countries could help determine whether the relationships observed in this study hold across various cultural and organizational contexts. Finally, employing mixed-method approaches that combine quantitative and qualitative data could provide a richer understanding of employees' lived experiences, offering more nuanced perspectives on how workplace factors shape motivation and performance.

Conclusion

This study concludes that work environment, organizational support, and motivation play vital and interconnected roles in enhancing employee productivity. The results demonstrate that a positive and supportive workplace encourages higher motivation, which subsequently leads to improved performance outcomes. These findings validate the assumptions of the Job Demands-Resources (JD-R) Theory, confirming that when employees are provided with sufficient job resources such as supportive leadership, fair policies, and conducive working conditions they are more likely to be motivated and productive. The study also emphasizes that motivation acts as a key mediator linking organizational factors to performance,

highlighting the importance of addressing both environmental and psychological aspects in workforce management. Overall, the study reinforces the need for organizations to strategically cultivate supportive, motivating, and resourceful work environments to sustain productivity and employee well-being.

Theoretical and Contextual Contribution

Theoretically, this study extends the application of the Job Demands-Resources (JD-R) Theory within the Malaysian workforce context, demonstrating its strength in explaining how job resources translate into motivation and productivity outcomes. By integrating motivation as a mediating factor, the study contributes a deeper understanding of the motivational pathways that connect organizational and environmental support to employee performance. Contextually, it enriches the limited empirical evidence on employee productivity within Malaysia's organizational landscape, particularly in understanding how workplace factors operate in local cultural and economic settings. The findings provide valuable insights for human resource practitioners and policymakers, offering context-specific evidence that can guide the design of supportive work environments and motivational practices suited to the Malaysian context.

References

- Adelliani, F. P., Fatimah, N., Sari, A. K., Suwangsih, I., & Zargar, N. A. (2023). The influence of the work environment, work discipline and work motivation on the work productivity. *Asian Journal of Entrepreneurship and Family Business*, 7(1), 59-71.
- Andriansyah, M., Rubini, B., & Setyaningsih, S. (2024). Organizational Support and Servant Leadership: the Mediating Role of Work Motivation and Integrity in Work Productivity. *Journal of Vasyl Stefanyk Precarpathian National University*, 11(4), 122-138.
- Attiq, S., Rasool, S., & Iqbal, S. (2017). The impact of work environment on employee productivity: Evidence from the service sector of Pakistan. *Business & Economic Review*, 9(2), 77-98.
- Bakker, A. B., & Demerouti, E. (2017). Job Demands-Resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274-284.
- Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment, and employee productivity. *International Review of Business Research Papers*, 3(2), 54-68.
- Briner, R. B. (2010). Relationships between work environments, psychological environments, and psychological well-being. *Occupational Medicine*, 60(8), 597-599.
- Celestin, M., Vasuki, M., Sujatha, S., & Kumar, A. D. (2024). Enhancing employee satisfaction and engagement to boost productivity: The role of leadership, culture, and recognition programs. *International Journal of Computational Research and Development*, 9(2), 67-74.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The Job Demands-Resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.

- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage Publications.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135.
- Jusman, I. A., & Rohani, R. (2021). The impact of motivation and work environment on employee productivity at PT. Tirta Fresindo Jaya. *Jurnal inovasi penelitian*, 2(1), 221-228.
- Khan, B. N. A., Ismail, N. I., Nadzri, N. R. M., & Osman, Z. (2025). Exploring the Role of Motivation in the Relationship between Work Environment, Peer Support, Organizational Support, and Productivity. *International Journal of Academic Research in Business and Social Sciences*, 15(10), 828-841.
- Lathiifa, S., & Chaerudin, C. (2022). The Influence of Organizational Culture, Work Environment on Employee Performance with Work Motivation as an Intervening Variable (Case Study: Online Retail XYZ Jakarta). *International Journal of Management and Business Applied*, 1(2), 68-85.
- Lestari, T. W., & Wulansari, P. (2024). The Role of Work Motivation in Mediating the Relationship between Work Environment and Work Productivity in Company X. *International Research Journal of Economics and Management Studies IRJEMS*, 3(1).
- Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic rewards and employee's performance with the mediating mechanism of employee's motivation. *Frontiers in psychology*, 12, 563070.
- Na, J., & Chelliah, S. (2022). Review of Organizational Atmosphere, Employee Engagement and Organizational Support. *Global Business & Management Research*, 14.
- Purwanto, F. (2023). The Effect of Motivation, Work Environment and Discipline on Employee Productivity. *Journal of Economy, Accounting and Management Science (JEAMS)*, 4(2), 134-149.
- Putra, I. N. S. K., & Mujiati, N. W. (2022). The effect of compensation, work environment, and work motivation on employee productivity. *European Journal of Business and Management Research*, 7(2), 212-215.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.
- Ringle, C. M., Wende, S., & Becker, J. M. (2022). *SmartPLS 4*. SmartPLS GmbH.
- Roussillon Soyer, M., Balkin, D. B., & Fall, A. (2021a). Intrinsic motivation and employee creativity: Revisiting Self-Determination Theory in the workplace. *Journal of Management Development*, 40(9), 753–768.
- Roussillon Soyer, M., Bernaud, J. L., & Carrein, C. (2021b). The role of motivation and meaning in employee performance: Evidence from Self-Determination Theory. *European Review of Applied Psychology*, 71(4), 100–110.
- Ryan, R. M., & Deci, E. L. (2020). *Self-Determination Theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.
- Uka, A., & Prendi, A. (2021). Motivation as an indicator of performance and productivity from the perspective of employees. *Management & Marketing*, 16(3), 268-285.

- Van den Broeck, A., Ferris, D. L., Chang, C. H., & Rosen, C. C. (2021). A review of Self-Determination Theory's basic psychological needs at work. *Journal of Management*, 47(1), 146–174.
- Vasudevan, A., Salim, I., Mohammad, S. I., Wenchang, C., Krishnasamy, H. N., Parahakaran, S., & Alshurideh, M. T. (2025). Sustainable leadership and employee performance: The role of organizational culture in Malaysia's information science sector. *Applied Mathematics*, 19(1), 101-113.
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: a multi-mediation model. *Frontiers in public health*, 10, 890400.doi: 10.3389/fpubh.2022.890400