

Integrity as a Personal Resource: The Mediating Role of Work Engagement in the Relationship between Integrity and Job Performance among Malaysian Civil Servants

Sumathi Visualingom, Siew-Imm Ng
School of Business and Economics, Universiti Putra Malaysia

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Abstract

Enhancing job performance has become an important priority in the Malaysian public service, aimed at strengthening organizational effectiveness. Given the significance of integrity in public service, understanding how integrity contributes to employees' work engagement and job performance is particularly relevant. This study explores the relationships between integrity, work engagement, and job performance among Malaysian civil servants, using the Job Demands-Resources (JD-R) theory. A quantitative cross-sectional design was utilized, with data gathered through an online questionnaire survey that yielded 406 usable responses from professional and managerial group officers across six federal ministries in Malaysia. The data were analyzed using partial least squares structural equation modeling (PLS-SEM). The findings indicate that integrity has a significant positive relationship with both work engagement and job performance, while work engagement is also positively related to job performance. Moreover, work engagement mediates the relationship between integrity and job performance. These results support the concept of integrity as a value-based personal resource within the JD-R theory, demonstrating that integrity affects job performance both directly and indirectly through work engagement. Therefore, this study expands the JD-R resource perspective by integrating an ethical and character-based personal resource within the Malaysian public service context.

Keywords: Integrity, Work Engagement, Job Performance, Jd-R Theory, Malaysian Civil Servants

Introduction

Employee performance is vital to the effectiveness of public organizations, as civil servants play a key role in implementing government policies, administering programs, and delivering services to the public (Johari et al., 2019). Consequently, enhancing civil servants' job performance remains an important concern in public sector management (Siddiquee, 2020). This is particularly important in the Malaysian public service, where the effectiveness of ministries and government agencies depends significantly on civil servants' ability to fulfil

their responsibilities efficiently, responsibly, and ethically. In Malaysia, efforts to improve civil servant performance have continually been integrated into broader initiatives to strengthen public service institutions, as reflected in the Twelfth Malaysia Plan (Economic Planning Unit, 2021). Despite various reforms aimed at enhancing accountability, competencies, productivity, and service delivery, concerns relating to service quality, compliance, accountability, and integrity continue to be reported (National Audit Department, 2023; Public Complaints Bureau, 2025). Given the importance of employee job performance for organizational outcomes (Aziz et al., 2022; Hartini et al., 2019; Kolibáčová, 2014; Nigatu et al., 2017), recognizing the factors that influence job performance among civil servants in the Malaysian public service is essential. There is a continual need to understand the individual and motivational elements that can enhance job performance among Malaysian civil servants. Among these factors, integrity is particularly important in the public service because civil servants are entrusted with public resources and are expected to demonstrate accountability, transparency, and ethical conduct. Integrity is relevant not only as an ethical requirement but also as a quality that may influence how employees approach their work. Integrity is crucial for employee performance as it relates to reliability, responsibility, and keeping commitments (Rosmi & Syamsir, 2020). Examining the relationship between integrity, work engagement, and job performance is important because it can provide a better understanding of whether integrity serves as a personal resource that motivates employees to engage more in their work and, as a result, perform better. This understanding is particularly relevant for public sector organizations. By recognising integrity as a personal resource linked to work engagement and job performance, organizations can develop initiatives to strengthen integrity, ultimately supporting employee engagement and enhancing performance.

The Job Demands-Resources (JD-R) theory offers a suitable theoretical framework for examining these relationships. It posits that personal resources contribute to employee motivation, goal attainment, and performance, with work engagement serving as an important motivational mechanism through which resources translate into positive work outcomes (Bakker & Demerouti, 2017; Xanthopoulou et al., 2007). Although integrity has been linked to positive employee attitudes and performance, its role as a personal resource within the JD-R framework remains underexplored. In particular, JD-R research on personal resources has predominantly focused on established psychological resources, such as self-efficacy and optimism (Andolšek et al., 2026), while comparatively little attention has been given to value-based personal resources, such as integrity, and to the mechanism through which integrity may contribute to job performance through work engagement. This gap highlights the need to determine whether integrity functions not only as an ethical attribute but also as a motivational personal resource that contributes to employee work engagement and job performance.

Therefore, this study examines the relationships between integrity, work engagement, and job performance among Malaysian civil servants. Specifically, it examines the effect of integrity on work engagement and job performance, the effect of work engagement on job performance, and the mediating role of work engagement in the relationship between integrity and job performance. By conceptualizing integrity as a value-based personal resource, this study seeks to extend the JD-R resource perspective to include ethical and character-based qualities and provide empirical evidence on the mechanism through which integrity contributes to employee performance in the Malaysian public service.

Literature Review

Job Demands-Resources Theory

The Job Demands-Resources (JD-R) theory provides a theoretical framework for understanding how workplace and individual resources influence employee motivation and performance. The JD-R theory differentiates between job demands and job resources, while also acknowledging the significance of personal resources as crucial individual-level assets. These personal resources help employees manage their work environment and achieve their work-related goals (Bakker & Demerouti, 2017; Xanthopoulou et al., 2007, 2009). One of the primary strengths of the JD-R theory is its flexibility, allowing for the inclusion of various job and personal resources depending on the specific occupational and organizational context.

The JD-R theory elucidates employee outcomes through two key processes: a health-impairment process linked to excessive job demands and a motivational process driven by available resources. In the motivational process, job and personal resources facilitate goal attainment, stimulate motivation, and enhance work engagement, leading to positive work outcomes, including job performance (Bakker & Demerouti, 2017). Consequently, work engagement is a crucial psychological mechanism through which employees' resources translate into improved performance.

Personal resources have gained increased importance within the JD-R framework because they shape how employees perceive and respond to their work environment. Commonly examined personal resources include self-efficacy, optimism, resilience, and self-esteem (Bakker & Demerouti, 2017; Xanthopoulou et al., 2007). However, the adaptable nature of the JD-R framework allows for the exploration of other individual qualities that may serve as motivational resources in specific organizational contexts. In this study, integrity is conceptualized as a value-based personal resource and is examined within the JD-R motivational pathway that connects work engagement and job performance.

Integrity as a Personal Resource

Integrity is a value-based quality that reflects an individual's commitment to ethical principles, ensuring consistency between moral beliefs and behavior (Schlenker, 2008; Engelbrecht et al., 2017). Schlenker (2008) defines integrity as the strength of an individual's commitment to a principled ethical ideology, indicating the extent to which ethical beliefs guide behavior. Similarly, Engelbrecht et al. (2017) associate integrity with a commitment to moral principles and adherence to ethical values. These definitions emphasize the importance of consistency between an individual's beliefs, values, and actions.

Integrity is associated with qualities such as responsibility, consistency, self-discipline, trustworthiness, and a commitment to ethical conduct. In the public sector, these qualities are particularly significant, as employees are expected to demonstrate accountability and transparency while managing responsibilities that affect citizens and the use of public resources (Alam et al., 2018). Therefore, integrity not only supports ethical behavior but also influences how employees approach their responsibilities and pursue organizational goals. From the JD-R perspective, integrity-related characteristics align with the concept of personal resources. Personal resources enable individuals to manage workplace demands, regulate their behavior, maintain positive functioning, and pursue desired work outcomes (Bakker et al., 2023; Xanthopoulou et al., 2007). Integrity can provide an internal, value-based

foundation that guides employees' behavior and supports consistency and accountability in performing their work duties. Therefore, this study defines integrity as a personal resource that reflects employees' internalized ethical standards and their consistent behavior.

Although personal resources have received significant attention within the JD-R literature, integrity has rarely been examined as a personal resource in this context. Incorporating integrity extends the personal-resource perspective beyond commonly examined psychological qualities to include ethical and character-based attributes that may enhance employee motivation and performance. This extension is particularly relevant in public service, where ethical conduct and accountability are essential components of employees' responsibilities.

Work Engagement

Work engagement has become a significant concept in organizational and management research due to its association with positive outcomes for both employees and organizations (Bailey et al., 2017; Saks, 2019). The concept was first introduced by Kahn (1990), who described engagement as employees expressing themselves physically, cognitively, and emotionally in their work roles. Subsequent definitions have established work engagement as a distinct positive psychological state linked to employees' involvement in their work.

This study adopts the widely accepted definition by Schaufeli et al. (2002), who conceptualized work engagement as a positive, fulfilling work-related state of mind characterized by three dimensions: vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working; dedication reflects strong involvement in one's work, accompanied by enthusiasm, a sense of significance, and a sense of challenge; and absorption represents deep concentration and immersion in one's tasks. Together, these dimensions indicate the extent to which employees actively and positively invest themselves in their work responsibilities.

Within the Job Demands-Resources (JD-R) framework, work engagement plays a central role in the motivational pathway. Adequate job and personal resources stimulate employees' motivation and work engagement, which, in turn, contribute to positive work outcomes (Bakker & Demerouti, 2017). Therefore, work engagement is essential to this study, as it explains how integrity, viewed as a personal resource, can improve employees' job performance.

Job Performance

Job performance is a central focus in organizational research because individual employee performance directly affects the achievement of organizational objectives. Koopmans et al. (2014) define job performance as the behaviors or actions that align with organizational goals. This perspective recognizes that employee performance encompasses not only the completion of formal job duties but also activities that contribute to the organization's overall functioning. This definition is adopted as the operational definition of job performance.

The present study examines two dimensions of individual job performance: task performance and contextual performance. Task performance concerns how effectively employees carry out their core job duties and responsibilities. It encompasses the quality and quantity of their

work, as well as the knowledge and skills required to perform those tasks (Campbell, 1990; Koopmans et al., 2014). In contrast, contextual performance comprises behaviors that enhance the broader social, psychological, and organizational environment in which core job duties are performed (Borman & Motowidlo, 1993; Koopmans et al., 2014). These behaviors include demonstrating effort, cooperating with colleagues, providing support, communicating effectively, and contributing beyond formally defined duties.

Examining both task and contextual performance enables the study to capture employees' performance in relation to their core job responsibilities and their broader contributions to the organizational environment. This distinction is particularly relevant in the public service sector, where employees are expected not only to perform their designated responsibilities effectively but also to demonstrate behaviors that promote organizational efficiency and enhance public service delivery. Accordingly, this study focuses on task and contextual performance while excluding counterproductive work behaviors, aligning with the focus on the positive aspects of employee performance.

Research Framework

Building on the JD-R theory and the existing literature, this study proposes a research framework that examines the relationships between integrity, work engagement, and job performance among Malaysian civil servants. Integrity is viewed as a personal resource that can directly enhance both job performance and work engagement. Additionally, the framework suggests that work engagement not only contributes to job performance but also mediates the effect of integrity on job performance. Figure 1 illustrates the proposed relationships.

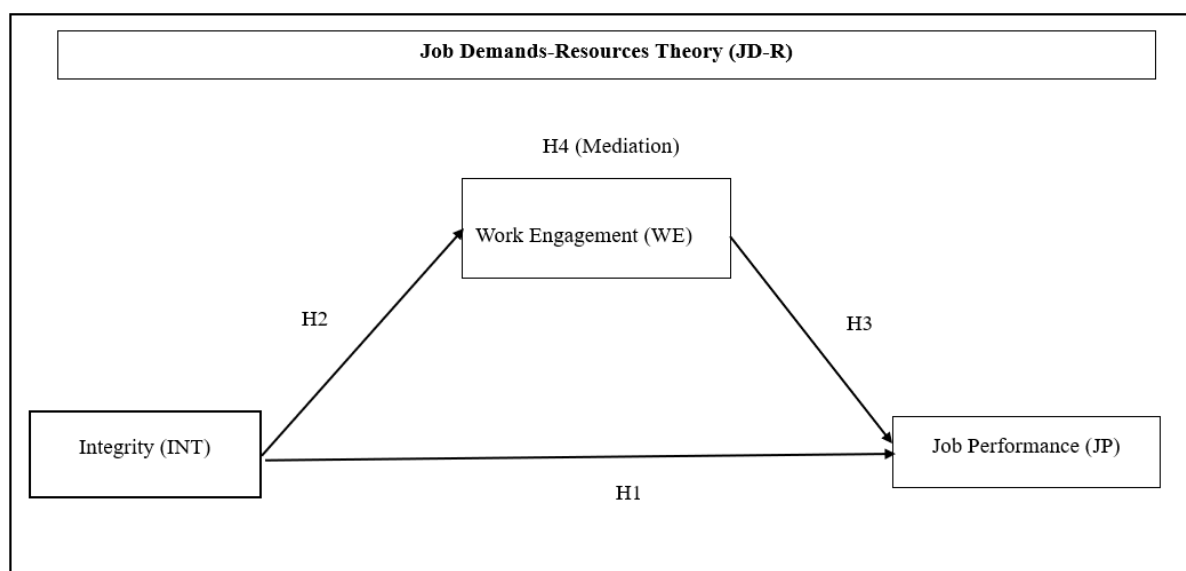


Figure 1: Research Framework

Hypotheses Development

Integrity and Job Performance

Integrity plays a crucial role in public-sector organizations, reflecting employees' willingness to behave ethically and uphold moral values while fulfilling their responsibilities (Konadu et al., 2024). Employees with high integrity consistently exhibit strong values and principles in

their workplace behavior. Additionally, integrity is linked to reliability, responsibility, and the ability to meet commitments (Konadu et al., 2023; Rosmi & Syamsir, 2020). Previous studies have demonstrated a positive relationship between integrity and job performance. Ahmad et al. (2024), in their review of 44 studies, emphasized the importance of integrity and ethical conduct in public organizations. Similarly, Sija (2023) identified a positive relationship between integrity compliance and task performance among Royal Malaysia Police officers. Rahim et al. (2020) also reported a significant positive relationship between employee integrity and job performance across various Malaysian industries. Furthermore, Tasi and Syamsir (2020) found a positive association between integrity and job performance among Indonesian civil servants. Based on these findings, the following hypothesis is proposed:

H1: Integrity has a positive and significant relationship with job performance.

Integrity and Work Engagement

Integrity is an essential human value, particularly in the public sector, as it promotes transparency, accountability, and responsible behavior (Alam et al., 2018; Konadu et al., 2024). Employees who exhibit integrity are more likely to reliably fulfill their responsibilities and demonstrate ethical behavior (Abdullah Sani et al., 2016; Alam et al., 2018).

Integrity is also associated with moral identity, which can significantly influence employees' ethical behavior (Krettenauer et al., 2022).

Previous research has indicated a positive relationship between moral identity and work engagement (He et al., 2014; Liu et al., 2022). Moreover, Gaji et al. (2017) found a significant positive relationship between employee integrity and work engagement among 301 banking employees in Nigeria. Based on these findings, the following hypothesis is proposed:

H2: Integrity has a positive and significant relationship with work engagement.

Work Engagement and Job Performance

Employees who are highly engaged in their work tend to experience more positive emotions and invest greater energy and enthusiasm in their responsibilities, which can lead to improved job performance (Osborne & Hammoud, 2017; Tian et al., 2019). In the public sector, engaged employees are not only more likely to perform their core duties effectively but also to take on additional responsibilities, indicating a positive relationship between work engagement and both task and contextual performance (Borst et al., 2019).

The Job Demands-Resources (JD-R) theory further posits that engaged employees are more energetic and motivated, which enables them to perform effectively (Bakker & Demerouti, 2017). Empirical studies consistently demonstrate a positive relationship between work engagement and job performance. For instance, Borst et al. (2020) found a positive association between work engagement and performance outcomes, while Scrimshire et al. (2023) reported a strong link between work engagement and job performance among public sector employees in the United States. Similar findings have been observed among civil servants in Uzbekistan (Khusanova et al., 2021), employees in South Korea (Kim et al., 2019), and executives and managers in the Malaysian manufacturing sector (Othman & Mahmood, 2022). Based on this evidence, the following hypothesis is proposed:

H3: Work engagement has a positive and significant relationship with job performance.

Mediating Effect of Work Engagement

The Job Demands-Resources (JD-R) theory suggests that work engagement is crucial for understanding how both job and personal resources contribute to job performance. Resources can enhance employees' motivation and engagement, while engaged employees have the energy and drive to perform better (Bakker et al., 2023; Bakker & Demerouti, 2017).

Previous studies have shown that work engagement can mediate the relationship between employee resources and job performance. For instance, Kim et al. (2019) found that work engagement mediated the effects of job and personal resources on job performance. Similarly, Lazauskaite-Zabielske et al. (2018) reported that job and personal resources predicted job performance through work engagement among both public- and private-sector employees. Other research has also highlighted the mediating role of work engagement in relationships involving public service motivation, supervisor support, and leader behavioral integrity (Guan, 2025; Katsaros, 2025; Malik & Siddiqui, 2020; Prottas & Nummelin, 2018).

Despite this body of evidence, the mediating role of work engagement in the relationship between integrity and job performance remains underexplored. Investigating this relationship is important because integrity may indirectly contribute to job performance by enhancing employees' work engagement. Therefore, the following hypothesis is proposed:

H4: Work engagement positively mediates the relationship between integrity and job performance.

Methodology

A quantitative cross-sectional research design was used, employing a questionnaire survey. The target population comprised permanent professional and managerial officers in the Malaysian public service. A non-probability purposive sampling method was used to select respondents who met specific criteria: they were permanent civil servants in the professional and managerial group (Grades 41–54), had at least two years of service, and were working at the headquarters of selected ministries or their agencies in the Klang Valley. The study focused on six ministries with a significant representation of professional and managerial officers.

Data were collected using an online questionnaire distributed through designated officers in the participating ministries. A total of 406 valid responses were retained for the final analysis. Integrity was assessed with an 18-item scale developed by Schlenker (2008) and measured on a seven-point Likert scale. Work engagement was evaluated with the nine-item Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2006), which comprises three dimensions: vigor, dedication, and absorption, and is measured in this study on a five-point Likert scale. Job performance was measured with 13 items adapted from the Individual Work Performance Questionnaire (IWPQ) by Koopmans et al. (2013), comprising five items on task performance and eight on contextual performance.

Data analysis was conducted using SPSS version 27 and Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0. SPSS was used for descriptive analysis, while SmartPLS was utilized to assess the measurement and structural models and to test the hypothesized relationships.

The final analysis included 406 usable responses. Among the respondents, 60.8% identified as female and 39.2% as male. The largest age group represented was 31 to 40 years, accounting for 44.6%, followed by 41 to 50 years (38.4%). Most respondents held either a bachelor's degree (52.0%) or a master's degree (38.9%). The sample comprised professional and managerial civil servants from six federal ministries in Malaysia.

Measurement Model Assessment

The measurement model was evaluated using four key criteria: indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. The results indicated satisfactory reliability and convergent validity, with composite reliability (CR) values exceeding the recommended threshold of 0.70 and average variance extracted (AVE) values exceeding 0.50. To enhance the integrity measurement, six items with relatively low loadings were removed, leading to the retention of 12 items. The remaining integrity items showed loadings ranging from 0.634 to 0.787. The assessment yielded a Cronbach's alpha of 0.911, a CR of 0.924, and an AVE of 0.505. Similarly, work engagement and job performance also exhibited satisfactory reliability and convergent validity. Table 1 presents detailed results for the measurement model.

Table 1

Measurement Model for the First-Order Constructs

Constructs/Dimension	Items Retained	Loadings Range	Cronbach Alpha	AVE	CR
Integrity (INT)	12	0.634-0.787	0.911	0.505	0.924
Work Engagement Vigor (VIG)	3	0.804-0.904	0.794	0.709	0.879
Work Engagement Dedication (DED)	3	0.864 -0.914	0.865	0.788	0.917
Work Engagement Absorption (ABS)	3	0.806-0.859	0.773	0.688	0.869
Job Performance Task (JPT)	5	0.740-0.813	0.827	0.591	0.878
Job Performance Contextual (JPC)	8	0.565-0.838	0.899	0.589	0.919

Note: AVE (Average Variance Extracted); CR (Composite Reliability)

The values for Integrity, the three dimensions of Work Engagement, and the two dimensions of Job Performance were derived from the assessment of the measurement model. Discriminant validity was evaluated using the heterotrait-monotrait ratio (HTMT). All HTMT values were below the threshold of 0.90, indicating adequate discriminant validity among the constructs.

Assessment of the Structural Model and Hypothesis Testing

The structural model was evaluated using a bootstrapping procedure with 10,000 subsamples to assess the significance of the proposed relationships. The findings indicated that integrity has a significant positive relationship with job performance ($\beta = 0.126$, $t = 2.452$, $p = 0.007$), supporting Hypothesis 1 (H1). Furthermore, integrity demonstrated a significant positive relationship with work engagement ($\beta = 0.137$, $t = 2.720$, $p = 0.003$), supporting Hypothesis 2 (H2). Additionally, work engagement was shown to have a significant positive relationship with job performance ($\beta = 0.410$, $t = 7.795$, $p = 0.001$), supporting Hypothesis 3 (H3). The bias-

corrected 95% confidence intervals for all three relationships did not include zero, further confirming the significance of these findings.

Table 2

Structural Model Assessment

Hypothesis	Relationship	Beta	Std Error	T value	P value	BCI LL	BCI UL	F ²	Decision
H1	INT → JP	0.126	0.051	2.452	0.007	0.044	0.212	0.018	Supported
H2	INT → WE	0.137	0.050	2.720	0.003	0.053	0.218	0.018	Supported
H3	WE → JP	0.410	0.053	7.795	0.001	0.319	0.492	0.188	Supported

*:p<0.05; **:p<0.01

Note: 95% confidence interval with bootstrapping of 10,000 used

The results show that integrity had a minimal effect on both job performance and work engagement ($f^2 = 0.018$), while work engagement demonstrated a medium effect on job performance ($f^2 = 0.188$).

Mediation Analysis

The results revealed that the indirect effect of integrity on job performance through work engagement was positive and significant ($\beta = 0.056$, $t = 2.519$, $p = 0.006$). The 95% bias-corrected confidence interval ranged from 0.022 to 0.095, which did not include zero, confirming the significance of the indirect effect. Therefore, Hypothesis 4 (H4) was supported, indicating that work engagement mediates the relationship between integrity and job performance.

Table 3

Assessment of the mediation effect

Hypothesis	Relationship	Beta	Std Error	T Value	P Value	BCI LL	BCI UL	Decision
H4	INT → WE → JP	0.056	0.022	2.519	0.006	0.022	0.095	Supported

Discussion

The findings highlight the significant role of integrity in both work engagement and job performance among Malaysian civil servants. First, the study found a positive and significant relationship between integrity and job performance, supporting Hypothesis 1. This suggests that civil servants who exhibit higher levels of integrity tend to perform their work more effectively. From a Job Demands-Resources (JD-R) perspective, this result supports the idea that integrity functions as a personal resource, enhancing employees' ability to achieve work goals and fulfill their responsibilities effectively (Bakker & Demerouti, 2017). Additionally, it aligns with previous research indicating positive relationships between integrity and job performance in both public and other organizational contexts (Konadu et al., 2024; Rahim et al., 2020; Rosmi & Syamsir, 2020). In the Malaysian public service, where accountability, transparency, and ethical conduct are essential to public administration, this finding emphasizes the importance of integrity not only as an ethical value but also as an individual resource linked to employee performance.

Second, the study found a positive and significant relationship between integrity and work engagement, supporting Hypothesis 2. This result indicates that employees with higher integrity are more likely to show greater engagement in their work. Viewed through the JD-R motivational process, integrity may serve as an internal, value-based resource that fosters employees' commitment and involvement in their roles. This finding extends the personal-resource perspective of JD-R theory by suggesting that resources related to engagement are not limited to psychological traits such as self-efficacy and optimism; ethical and value-based qualities can also contribute to employees' motivational processes.

The findings revealed a positive and significant relationship between work engagement and job performance, supporting Hypothesis 3. This outcome aligns with the Job Demands-Resources (JD-R) theory, which posits that work engagement is a key motivational state through which employees channel their energy, dedication, and involvement into their work, ultimately leading to improved performance (Bakker & Demerouti, 2017). The results are consistent with previous research that has also shown a positive relationship between work engagement and job performance across the public and private sectors (Borst et al., 2020; Khusanova et al., 2021; Kim et al., 2019; Othman & Mahmood, 2022). For Malaysian civil servants, this finding underscores the importance of work engagement in achieving effective performance, both in fulfilling formal responsibilities and in making broader contributions to the organizational environment.

Importantly, the study found that work engagement significantly mediated the relationship between integrity and job performance, supporting Hypothesis 4 (H4). This finding indicates that integrity affects job performance not only directly but also indirectly through employees' work engagement. In other words, employees with a strong sense of integrity are likely to be more engaged in their work, and this increased engagement leads to higher job performance. This finding aligns with the motivational pathway in the Job Demands-Resources (JD-R) theory, which proposes that personal resources contribute to positive performance outcomes through work engagement (Bakker & Demerouti, 2017; Bakker et al., 2023). Additionally, it highlights a relationship that has received limited empirical attention; prior research on the mediating role of work engagement has mainly focused on other job and personal resources, rather than integrity.

By demonstrating this indirect relationship, the study enhances the JD-R framework by positioning integrity as a value-based personal resource that operates through the motivational mechanism of work engagement to improve job performance.

Theoretical Implications

This study contributes to the Job Demands-Resources (JD-R) literature by broadening the definition of personal resources to include integrity as a value-based and ethical resource. Traditionally, personal resources within the JD-R framework have emphasized psychological characteristics that help employees navigate their work environments and achieve their work-related goals. The findings from this study suggest that integrity can also serve as a personal resource, as it is positively related to both work engagement and job performance among Malaysian civil servants. This finding expands the understanding of personal resources within the JD-R framework to incorporate ethical and character-based qualities that contribute to employee motivation and job performance.

Additionally, the study demonstrates that integrity is associated with job performance through both direct and indirect pathways. The significant indirect relationship through work engagement supports the JD-R motivational process, which posits that personal resources lead to positive work outcomes by enhancing employees' work engagement with their work. By identifying work engagement as a mechanism that links integrity to job performance, this study provides empirical evidence on how a value-based personal resource can result in positive performance outcomes.

Finally, the study extends the application of the JD-R theory to the context of the Malaysian public service. Much of the JD-R literature has been developed in various occupational and organizational settings, with comparatively less focus on value-based personal resources within public-sector environments. Therefore, the findings contribute context-specific evidence that integrity can function as a significant personal resource in a public service setting, where accountability, ethical conduct, and responsibility are particularly crucial.

Practical Implications

The findings provide important implications for policymakers and human resource practitioners within the Malaysian public service. The findings are particularly valuable for policymakers, human resource managers, and public sector leaders, as they provide empirical evidence of the connection between integrity, viewed as a personal resource, and employees' work engagement and job performance. This insight can help in developing human resource policies and practices that promote ethical values while enhancing employee engagement and job performance. The positive relationship between integrity, work engagement, and job performance emphasizes the need to strengthen integrity along with employees' technical and professional competencies. Human resource development initiatives may, therefore, place greater emphasis on reinforcing ethical values, accountability, responsibility, and consistency in public duties. These efforts may be integrated into competency development, training, and talent development programs to support both ethical conduct and effective job performance.

The results also indicate that work engagement serves as a key mechanism through which integrity enhances job performance. Thus, initiatives to promote integrity should not only focus on compliance with rules and ethical standards but also explore how these values can be reflected in employees' involvement and commitment to their work. Development programs that highlight the significance of public service responsibilities, encourage employees to take ownership of their duties, and recognize responsible and ethical behavior may help foster greater work engagement and, consequently, improve job performance.

From a broader human resource management perspective, the findings suggest that integrity should be a consideration in talent development and employee practices. While technical knowledge and competencies are essential, attention to employees' value-based personal qualities may contribute to creating a workforce that is both engaged and capable of performing effectively. This is particularly important in the Malaysian public service, where maintaining public trust and delivering services effectively require employees to demonstrate both competence and integrity. Thus, these findings provide evidence-based insights that can support human resource policies and practices related to integrity development, employee

engagement, talent development, and performance management, ultimately contributing to the ongoing improvement of the Malaysian public service.

Limitations and Future Research

This study has several limitations that suggest areas for future research. First, it focused on professional and managerial civil servants within the Malaysian Federal Public Service. Perceptions of job performance may vary among civil servants in different areas of public service in Malaysia. These include the State Public Service, Joint Public Service, Judicial and Legal Services, Education Services, Police Force, and Armed Forces. Future research could explore the relationships between integrity, work engagement, and job performance across different public service contexts to determine whether the findings are consistent across settings.

The study utilized a quantitative approach, relying solely on data collected through a survey questionnaire. This methodology may limit a deeper understanding of how integrity, work engagement, and job performance are experienced and related within the public service context. Future research may consider a mixed-methods approach that combines qualitative and quantitative methods to gain a more comprehensive understanding of these relationships.

The study utilized a cross-sectional design, which involved collecting data at one specific point in time. This approach limits the ability to establish causal relationships between the variables examined. Future research could adopt longitudinal designs to better explore how integrity, work engagement, and job performance evolve and relate to one another over time.

Conclusion

This study examines the relationships between integrity, work engagement, and job performance among Malaysian civil servants using the Job Demands-Resources (JD-R) theory. The findings reveal that integrity is positively related to both work engagement and job performance. Additionally, work engagement is also positively related to job performance. Furthermore, work engagement mediates the relationship between integrity and job performance, indicating that integrity contributes to performance not only directly but also through employees' engagement with their work. By framing integrity as a value-based personal resource, this study extends the JD-R framework beyond the commonly examined psychological resources and provides empirical evidence of its motivational role in the Malaysian public service context. Overall, the findings highlight the importance of integrity and work engagement in understanding civil servants' job performance.

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