



## Impact of Peer Support towards Job Satisfaction and Organisational Relationship Behaviour among Public Service Employees

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**ABSTRACT** - For over 60 years since independence, the civil service has overseen the government's operations and day-to-day administration. Today, Malaysia's civil service has more than a million employees on its payroll and the huge numbers of civil servants speak volumes of considerable strengths and influence towards their performance. As the backbone of government machinery and delivery, civil service employees must provide not only a first-class attitude and behaviour to service people and serve as a team aligned with public expectations for increased transparency and accountability in governance as part of Islamic principle practice. As a dynamic institution, peer support has been a central construct in understanding employee behaviour. The primary objective of this study is to examine the influence of peer support on job satisfaction and organisational citizenship behaviour among public sector employees. Self-administered questionnaires were used to collect data from 300 employees in the civil sector's employee. The Partial Least Squares Structural Equation Model (PLS-SEM) software was employed to evaluate the measurement model's quality and test study model hypotheses. The finding revealed that peer support significantly influences employee satisfaction and organisational citizenship behaviour. This finding provides essential recommendations to be used by government institutions to understand the nature of employees to maintain performance sustainability in times of global economic competition while upholding Islamic values in public service.

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## INTRODUCTION

An organisation is a workplace where individuals work together in coordinated efforts to achieve specific goals within an industry. It comprises a collective of people and tasks that are directed towards the achievement of specific goals. Cultivating human capital is crucial for national development as it ensures the availability of skilled individuals. Consequently, nations can achieve their goals by implementing effective and standardised human resource management practices (Ibrahim et al., 2024). As a result, the government will continue to prioritise delivering public services efficiently and effectively through an all-encompassing strategy in the Twelfth Plan Malaysian Plan (2021–2025) in order to enhance human capital inside the organisation. Respect, trust, and compassion form the cornerstones of ethical governance reflecting Islamic principle and practice in public service. Upholding these values can improve the people's well-being and

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economic development. Therefore, the measurement of government performance in developing or industrialised countries such as Malaysia depends on the efficacy and efficiency of its government agencies, which is significantly influenced by employee performance (de Geus et al., 2020). Research shows that people generally devote a significant portion of their lives to their professional endeavours (Elghadi et al., 2024). Not only is work an important component of personal identity, but it also fosters positive experiences that are closely linked to employee behaviour, leading to greater organisational commitment, better job performance, and higher job satisfaction (Lim & Wang, 2025).

Job satisfaction plays a central role in shaping employee engagement, motivation, and overall productivity. It reflects the extent to which individuals feel fulfilled and content in their roles and can directly influence both their mental well-being and their commitment to organisational goals. For public sector organisations, ensuring job satisfaction is not merely a benefit but a strategic imperative, as satisfied employees are more likely to deliver high-quality service in alignment with principle of justice (*adl*) and trustworthiness (*amanah*) in Islam, support ethical governance, and remain loyal to their institutions. The study of job satisfaction has received more attention from researchers in the organisational sciences than any other single topic (Edwards, 2020; Negi, 2009). Many definitions of job satisfaction focus on its affective component, although most measures of the construct place a greater emphasis on the cognitive aspects of the construct (Fisher, 2000).

Although a universal and bounded definition of this concept has not been established, job satisfaction is considered as the primary, non-monetary benefit of employment (Davis, 2013; Locke, 1984; Robbins & Judge, 2011). Fritzsche and Parrish (2005) discuss job satisfaction in the context of how a person feels about their job and suggest that job satisfaction is an emotional response to a cognitive appraisal of job experiences. Statt (2004) describes job satisfaction as “the extent to which a worker is content with the rewards he or she gets from the job, particularly in terms of intrinsic motivation”. Intrinsic motivation is defined as the desire to explore challenges and opportunities and assess one’s own capacity to learn and grow (Baard, 2002). This type of motivation resides in the worker, does not rely on external conditions, and is linked to interest or enjoyment in the task itself. Intrinsic motivation resonates with the Islamic concept of *ikhlas* where actions are performed sincerely for the greater good rather than merely for external rewards. (Aflah et al., 2021). Given that peer supporters are undercompensated, often marginalised, and are often not valued by supervisors and co-workers, it is important to better understand factors that are central to their desire to work in these positions.

Nevertheless, job-related stress due to environmental and task-related factors can have a significant impact on employee behaviour and potentially lead to significant physical and psychological challenges for employees (Nixon et al., 2011). Numerous studies have attempted to explore and categorise the various influences on employee behaviour in public service. According to Nguyen et al. (2015), notable elements include leadership, peer support, organisational culture, work environment, motivation, and training. Recognising the significance of enhancing accountability within the public sector is crucial for fostering a more effective public sector. Consequently, many countries have undertaken reforms within their public sectors to align with public expectations for increased transparency and accountability in governance.

Asif and Rathore (2021) state that governments and public administrators face a significant difficulty in raising the performance of employees in the public sector. Work is increasingly becoming more team-based, with employees cooperating to complete tasks, rather than requiring individuals to focus on doing tasks alone. Employee engagement increases because of this change, which may affect the performance of the organisation. The impact that mutual support between employees can have, is profound. In fact, this influence can be even greater than the influence of supervisors on employees (Chiaburu & Harrison, 2008). Social support from direct supervisors and co-workers can assist to lessen symptoms of work overload and job stress fostering a sense of belonging and mutual responsibility aligned with Islamic values of cooperation and brotherhood

(*ukhuwah*). Peers and managers are often the sources of the most significant support for employees inside their organisations (Hancock et al., 2013; Bowling et al., 2015). Consequently, peer support programs are of increasing interest to organisations to promote employees' ability to support each other and reduce perceived stress in the workplace, particularly among public sector employees working in key departments such as finance and accounting. They are professional civil servants whose responsibility is not solely to satisfy the needs of an individual client or employer, but they should observe and adhere to the code of ethics for their profession when acting in the public interest.

In practice, there are many ways to define peer support, including from psychological, social and communication viewpoints. Peer support, according to Mead, Hilton, and Curtis (2001), is a system of providing and receiving assistance based on the fundamental values of respect, shared responsibility, and mutual understanding of what is beneficial. In addition, Tews et al. (2013) define peer support as the degree of assistance and guidance given by peers. It entails workers' readiness to provide instrumental or emotional assistance to fellow colleagues to enable them to complete everyday duties (Nordat et al., 2019). Furthermore, peer support pertains to the degree to which workers perceive their peers' willingness to offer them assistance with work-related tasks, including information exchange, mutual advice, and encouragement towards achieving organisational objectives while carrying out their responsibilities.

The presence or absence of peer support can impact an individual's effectiveness, work attitudes, and role perceptions (Chiaburu & Harrison, 2008). For institution to survive in such a competitive and changing environment, managers and supervisors must foster and develop strong relationships among employees because peer support is frequently a valuable information resource for workers who are unsure of what to do and are looking for direction, advice, or assistance. Peer support in this study setting refers to teamwork actions taken by workers to accomplish organisational objectives, including working together, exchanging expertise, fostering positive relationships among co-workers, and helping with tasks. Employees who receive adequate and effective peer support in their daily work can have considerable effects on job satisfaction and organisational citizenship conduct, according to a review of recent literature on co-worker influence (Eyupoglu 2016; Yao et al., 2022).

According to New Straits Times (2021), there are 1.6 million government workers in Malaysia working for 28 different Public Sector Department programmes that provide a range of services. With so many workers, the work implementation process can be very complicated and requires a lot of cooperation and support from all organisational levels of employees. Workers who have a lot of responsibilities and jobs appear to seek solace in some kind of assistance from different people in their networks of colleagues. Due to growing concerns about the provision of high-quality services, interest in issues pertaining to peer support, work engagement, and job performance of employees in the government sector has increased in Malaysia (Lim & Wang, 2025). Peer support is therefore thought to be essential for raising work productivity in government institutions. Thus, this study looks at how public service workers view peer support and how it influences their behaviour at work.

Several strategies and techniques have been used to improve public sector performance through employees' behaviour and involvement as they make an effort to seem trustworthy and kind to the general public. But it can be extremely difficult to manage and enhance a public sector organisation's performance through its workforce. This study aims to advance the comprehension of public sector employee performance via the lens of micro-level behaviour management techniques through the knowledge of individual, group, and organisational behavioural processes. Employee conduct encourages the public sector's accountability approach, which mandates that governments respond to the people because of the belief that public servants are ineffective and provide subpar services (de Geus et al., 2020).

Analysis of the literature on peer support revealed that numerous research has been done to look at the connection between employee behaviour and peer support. To date, there is a lack

of clarity on how these relationships impact the attitudes of public sector employees, including job satisfaction and organisational citizenship behaviour. This is despite the government's efforts to create a nation with strong moral principles that are resilient and universal. This is why the public sector has long been criticised for its poor performance, insufficient accountability, bureaucracy, and lack of flexibility (de Geus et al., 2020). Despite the survey's emphasis on the public sector, it omitted information regarding the reasons behind public employees' job satisfaction (Thant & Chang, 2021).

Therefore, the primary objective of this study is to examine the influence of peer support on job satisfaction and organisational citizenship behaviour among public sector employees. Specifically, the study aims to (1) investigate the relationship between peer support and job satisfaction and (2) investigate the relationship between peer support and organisational citizenship behaviour. Given that the factors influencing these behaviours may vary across different contexts, this study focuses specifically on Malaysian public servants to provide a more contextualised understanding of these relationships. Additionally, the study seeks to bridge the existing knowledge gap regarding the role of peer support in shaping employee behaviour within government public services.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

According to Herzberg et al., (1959), two-factor theory is compatible with the impact of peer support and employee behaviour, including job satisfaction and organisational citizenship behaviour. According to this idea, there are two primary elements that affect employees: the motivating factor and the cleanliness component. A work-related motivational element is one that involves accomplishment, acknowledgment, accountability, and prospects for growth. According to Herzberg (1966), hygiene variables are related to the workplace and include compensation, supervision, interpersonal interactions, and business policies. Herzberg's theory is one of the most significant theories in employee behaviour and satisfaction (Dion, 2006). The essence of the theory has been supported by past empirical studies (Alshmemri et al., 2017; Thant & Chang, 2021).

## **AN ISLAMIC PERSPECTIVE OF PEER SUPPORT, JOB SATISFACTION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR RELATIONSHIP**

Relationship between peer support, job satisfaction and organisational citizenship behaviour is a critical area of interest in organisational behaviour research. These concepts are also relevant within Islamic contexts where religious values significantly influence both individual and collective behaviour in workplace. Peer support which involves assistance and encouragement provided by colleagues plays a vital role in cultivating collaboration in the work environment, aligning with the concept of *ummah* from an Islamic perspective. It emphasises on community and mutual support as principle of peer support. (Nasution et al., 2023).

According to Wehr (1980), in Islam the concept of peer support also corresponds to the understanding of *amal jama'iy*, which is defined as an action performed collectively by a group of people. Religious belief and practice may shape individual attitudes, perceptions and behaviour. Within the framework of *amal jama'i*, teamwork involves both physical and mental aspects performed by a group of people working together to achieve organisational goals and objectives in accordance with established principles and systems (Yao et al., 2022). It constitutes Islam's expectation with respect to one behaviour at work which include his or her effort, dedication, satisfaction, cooperation and commitment. Essentially, when employees have a close relationship with God, one's attitudes and behaviour would tend to be consistent with the rules and stipulations of the religion towards various aspects of works including preference for involvement with others in the workplace. Consequently, it is more likely that those who believe in Islam and practice it tend to be more committed to their organisations and presumably more satisfied with their job.

In Islam, work is regarded as a form of worship when performed with sincerity and integrity (Choudhury, M. A., 2012). This perspective encourages employees to derive satisfaction from their work not merely as a mean for financial gain but also as contribution to society. Empirical studies have demonstrated that supportive peer relationship influence job satisfaction of employees in organisation (Thant and Chang, 2021; Linando, 2022). Besides, organisational citizenship behaviour refers to voluntary behaviour that contribute to organisation's effectiveness. From an Islamic perspective, the concept of accountability (hisbah) emphasised that individuals are responsible for their action which can motivate organisational citizenship behaviour. Employees are encouraged to exceed their formal role to support their colleagues and contribute positively to the organisation (Quynh et al., 2025). This relationship is not only beneficial to the organisation but also fulfil spiritual and ethical obligation. The relationship between peer support, job satisfaction and organisational behaviour underscored their interconnected in nature.

### **Peer Support and Job Satisfaction**

Scholars in a various field, including psychology, sociology, economics, and management sciences, have expressed interest in job happiness (Thant & Chang, 2021). The significance of job satisfaction has been highlighted in numerous public administration research (Kjeldsen & Hansen, 2016; Lim & Wang, 2025). Nonetheless, majority of research has been on public servants in the United States and other Western nations. It was noted by Lim & Wang (2025) that academics studying public administration have just lately shown interest in different regions of the world.

According to Mitterer et al. (2019), job satisfaction is a conduct that indicates how satisfied or how much a person likes or dislikes their employment. As per Locke's (1984) definition, job satisfaction is an enjoyable or optimistic emotional state that arises from evaluating one's job or work experience. Three categories can be used to categorise the determinants of job satisfaction: external environmental elements, internal organisational factors, and personal aspects (Thant & Chang, 2021).

Additionally, research done on 226 public employees in Myanmar by Thant and Chang (2021) found that relationship and support with supervisors and staff influence job satisfactions. A worker that is happy in their position is more productive, less likely to plan to leave, and will perform better for the company. Job satisfaction is influenced by various aspects such as individual experiences and expectations, work environment, peer support, leadership style, workload, and communication level (Mitterer et al., 2019; Mitterer & Mitterer, 2023). As a result, job satisfaction of public employees with high peer support could be an important precondition to provide high quality of public services. Therefore, this research hypothesised that:

**H1:** Peer support influence job satisfaction.

### **Peer Support and Organisational Citizenship Behaviour**

According to several sources (Quynh et al., 2025; Eyupoglu, 2016; Samsudin & Azman, 2019), organisational citizenship behaviour is defined as indirect behaviour, voluntary behaviour, or behaviour outside of the role that is not recognised by the formal reward system or work scope. Examples of this type of behaviour include helping a colleague who is overworked, willingly attending meetings, and avoiding situations that make the colleague feel uncomfortable.

Research indicates that peer advocates may yield favourable outcomes for both the people they assist and the companies they work for. If every team member offers their ideas and expertise to finish the task with flying colours, any work produced in a team will be of the highest calibre (Ab Aziz et al., 2014; Agarwal et al., 2019). Thus, the organisation may become more competitive and productive as a result of this circumstance. For instance, when a task can be completed flawlessly, individuals who share ideas and abilities are more satisfied with their jobs. This satisfaction consequently manifests as organisational social behaviour or off-task behaviour (Nordat et al., 2019).

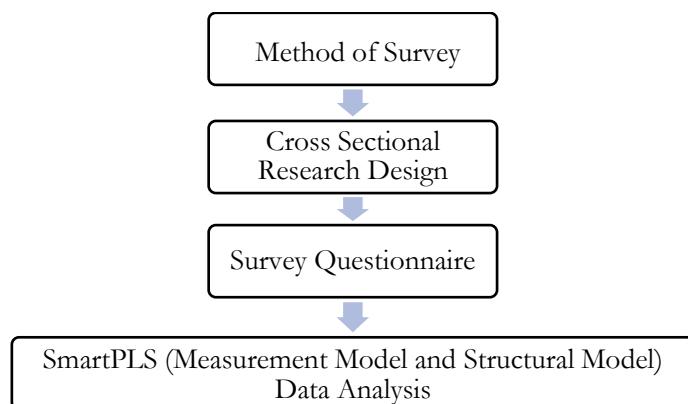
According to Firmansyah et al., (2022), co-worker assistance has the potential to improve employee performance in task completion and foster a supportive work environment. Therefore, the welfare of citizens and the reputation of public organisations can both be improved by the citizenship behaviour of public employees. Therefore, this research hypothesised that:

**H2:** Peer support influence organisational citizenship behaviour.

## METHODOLOGY

A survey method is used as the research strategy, where it permits researchers to gather self-report questionnaires through cross-sectional research design. This method can help researchers collect accurate data and high-quality data free from bias (Sekaran & Bougie, 2016; Wang & Cheng, 2020). This study was conducted at Malaysian government entities. For privacy concerns, the organisation's identity is kept secret. A self-report questionnaire was created based on peer support literature during the first phase of data collecting. In addition, the questionnaire was translated into two languages namely Malay and English. Using this approach, the study's results were ensured to meet the strict criteria for validity and reliability (Lomand, 2016; Sekaran & Bougie, 2016).

The questionnaire items for the actual study were finalised. The data was analysed using the SmartPLS program, following the data analysis methodology outlined by Hair et al. (2022). The measurement model, which examines the relationship between constructs and their indicators, and the structural model, which examines the relationship between constructs for the direct effects model, are accessed and tested using this package. Figure 1 shows the flow chart for the research methodology used in this study.



**Figure 1:** Study methodology flowchart

## Sample and Data Collection

450 survey questionnaires were distributed to personnel in various departments of the Malaysian public sector including administrative services, accounting, human resources and public works using a purposeful sampling technique. The researchers chose to use this sampling approach for two key reasons. Initially, the head of the department of the organisation had not given the detailed list of employees due to confidential reasons. This constraint did not allow the researcher to select participants using a random method of sampling. The second step was gathering dependable, legitimate, and accurate data for the study. Approximately 300 participants' (75.25%) useable survey questionnaires were returned to the researchers from the ones that were disseminated. The respondents provided their informed consent and completed the surveys voluntarily.

## Measures

The survey questionnaire has three sections. First, a total of six that are components of peer-worker support have been adopted from Soon et al. (2014) and Yang et al. (2015). Second, Wael Salah's (2015) eight work satisfaction factors were used. Lastly, six items related to organisational civic behaviour were taken from the literature on the subject (Colakoglu et al., 2010). A Likert scale consisting of seven items, ranging from “strongly disagree (1)” to “strongly agree (7),” was used to evaluate each item. Respondents' characteristics are used only as the control variables because this study emphasised employees' attitudes. As a result, this survey investigates research issues based on general employee perception. For compelling reasons, the 7-point scale was chosen for this investigation instead of alternative scales. The sensitivity of the scale is improved with more points-seven, for example, as opposed to five (Cummins & Gullone, 2000). According to Finstad (2010) and Chang (1994), the 7-point scale provided a more precise evaluation of each respondent's right appraisal. Additionally, the validity and reliability of the scale were generally improved by adding seven or eleven points (Alwin, 1997). Indeed, confirmatory component analysis in one investigation showed that the 7-point scale yielded the best match (Oylum & Arslan, 2016).

## RESULT AND FINDINGS

### Descriptive Statistics

The largest percentage of respondents (66.7%) were female, (41.3%) between the ages of 38 and 47, (62.0%) executive, married (77.3%), and (31.0%) had a gross monthly income of between RM1000 and RM2499. The respondent profile details are displayed in Table 1 below.

**Table 1:** Demographic of respondents

Demographic	Frequency	Percent (%)
38-47 years old	124	41.3
Female	200	66.7
Married	232	77.3
Executive	186	62.0
Salary RM 1000-RM2499	93	31.0

### Measurement Model

According to Hair et al. (2022), Table 2 demonstrates that all factor loading values are larger than 0.70, with a range of 0.850-0.892 for peer support, 0.725-0.831 for work satisfaction, and 0.712-0.796 for organisational citizenship conduct. In the meantime, the average variance extracted (AVE) for every construct is higher than 0.50. The AVE values for work happiness (0.610), organisational citizenship conduct (0.572), and staff support (0.754) are all greater than 0.5, indicating that these constructs satisfy the convergent validity requirements. In contrast, each research construct's composite reliability value, peer support (0.948), work satisfaction (0.926), and organisational citizenship conduct (0.889), exceeds 0.8 (Henseler et al., 2015). The outcome shows a high level of internal consistency for these constructs.

**Table 2:** Results of convergent analysis and composite reliability

Construct	No. of Item	Factor Loadings	Average Variance Explained (AVE)	Composite Reliability (CR)
1. Peer Support	7	0.840-0.892	0.754	0.946
2. Job Satisfaction	7	0.713-0.813	0.581	0.892
3. Organisational Citizenship Behaviour	6	0.703-0.788	0.572	0.853

The results of the discriminant validity test are displayed for each construct in Table 3. The study's construct met the criteria for discriminant validity when the heterotrait-monotrait ratio (HTMT) was less than 0.85 (Henseler et al., 2015). As a result, the statistical outcome attests to the constructs' compliance with the requirements for validity and reliability analysis.

**Table 3:** Discriminant validity test

Construct	Peer Support	Job Satisfaction	Organisational Citizenship Behaviour
<b>1. Peer Support</b>			
2. Job Satisfaction	0.610		
3. Organisational Citizenship Behaviour	0.567	0.695	

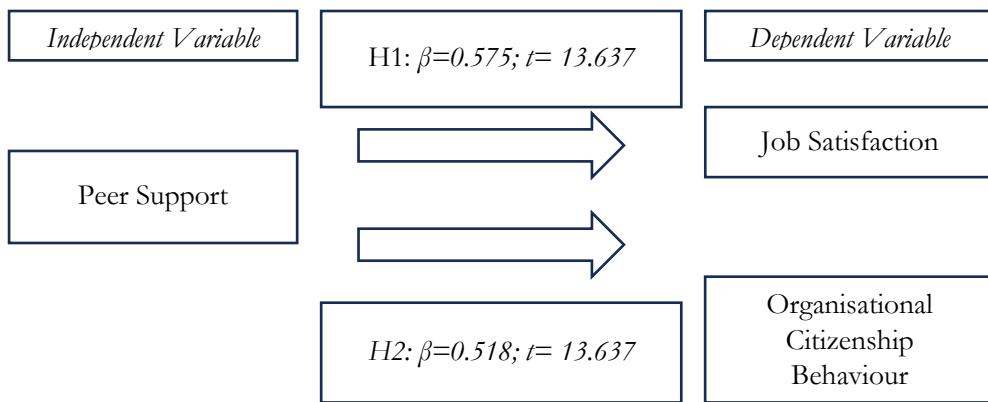
The study constructs in Table 4 exhibit mean values greater than 5.0, indicating a range of levels from high (4) to extremely high (7). When the Variance Inflation Factor (VIF) values are less than 5.0, it is evident that there are no serious collinearity issues with any of the constructs.

**Table 4:** Analysis of VIF and descriptive statistics

Construct	Variance Inflation Factor	Sample Mean
Peer Support		
PS 01	3.943	0.892
PS02	3.275	0.869
PS03	4.007	0.868
PS04	4.378	0.890
PS05	3.121	0.862
PS06	3.409	0.839
PS07	3.705	0.857
Job Satisfaction		
JS01	2.177	0.805
JS02	1.715	0.719
JS03	1.738	0.709
JS04	2.057	0.794
JS05	1.708	0.742
JS06	2.048	0.814
JS07	1.781	0.738
Organisational Citizenship Behaviour		
OCB 01	2.313	0.780
OCB 02	2.024	0.704
OCB 03	1.632	0.727
OCB 04	1.771	0.775
OCB 05	2.009	0.787
OCB 06	1.786	0.761

### Structural Model

The outcomes of the structural model on hypothesis test using SmartPLS software are summarised in Figure 2. It displays the outcome of the direct effects model test. These test results point to two crucial conclusions. Firstly, there is a substantial positive correlation between co-worker support and job satisfaction ( $\beta = 0.575$ ;  $t = 13.637$ ,  $p = 0.000$ ), therefore, H1 is accepted. Second, there is a substantial positive connection ( $\beta=0.518$ ;  $t= 13.637$ ,  $p=0.000$ ) between peer support and organisational citizenship behaviour and thus, H2 is accepted. Overall, the outcome shows that, in the organisation under study, peer support has a significant role in predicting both job satisfaction and organisational citizenship behaviour.



**Note:** Significant level >1.96

**Figure 2:** Hypothesis testing

In addition to assessing the aforementioned hypotheses, bootstrapping and blindfolding procedures were used to test the effect size ( $f^2$ ) and predictive relevance for the reflective endogenous latent variable (Q2). The bootstrapping test result indicates that there is a higher-than-0.35  $f^2$  value (0.481) in the connection between job satisfaction and peer support. This value indicates that peer support has a large effect on job satisfaction (Hair et al., 2022). On the other hand, the relationship between peer support and organisational relationship has  $f^2$  of 0.354, which is higher than 0.35, indicates that peer support has a large effect on organisational citizenship behaviour (Hair et al. 2022). Further, the predictive relevant test result indicates that the organisational citizenship behaviour and job satisfaction values in Q2 are both 0.144 and 0.178, respectively, and that these values are more than zero. The outcome demonstrates the predictive significance of the model (Hair et al., 2022).

## DISCUSSION AND IMPLICATIONS

The finding of this research shows that the relationship between peer support enhance job satisfaction and organisational citizenship behaviour. Consistent with the current study's findings, earlier research by Clarence et al. (2021) revealed that workers who receive peer support in an organisation are more likely to use creative problem-solving strategies, positively influence the attitudes and mindsets of others, and facilitate learning in areas such as communication, negotiation and problem-solving. Besides, employee performance and behaviour in finishing and accomplishing tasks can be influenced by an employee's capacity and readiness to help, share expertise, and listen to concerns. Positive employee behaviour, such as increased engagement to the organisation and positive citizenship behaviour, are demonstrated by employees who are content and like their work (Firmansyah et al., 2022). A well-established relationship exists between peer support and employees' ability to navigate and adapt to the work environment. Adequate support from colleagues not only facilitates this adaptation but also enhances employee performance (Alsakarneh et al., 2023). Peer support is utilised in Malaysian public sectors as one of the most effective human capital strategies to enhance employee performance and productivity. (Yao et al., 2022). The concept of mutual support and cooperation among peers align with the values of brotherhood as emphasised in Islamic teaching. The Quran encourage believers to support one another as stated in the Quran.

Meaning: “The believers are but one brotherhood, so make peace between your brothers. And be mindful of Allah so you may be shown mercy” (Surah Al-Hujurat, 49:10). In addition, according to Ahmad (2019), people in this world cannot live in isolation or exist independently. They must support and complement each other to live successfully in this world. This concept is

evidenced by the ayat that address human beings by using the plural form. Phrases such as “O mankind” (*ya ayyuha al-nas*) and “O children of Adam” (*ya bani Adam*) occur more frequently than the phrase “O man” (*ya ayyuha al-insan*) (Al-Quran) (Mastura & Mohd Shahril, 2018). This shows that most of the teachings in the Quran were meant to be carried out by a group of people and not just one individual.

Therefore, employees that have mutual understanding and support from their co-workers performed in work to accomplish a common goal. Mutual accountability and cooperation result from this action. Anyone working towards a goal by themselves finds it nearly impossible (Alsakarneh et al., 2023). This study aims to examine the relationship between coworker support and two key behavioural traits among public employees: job satisfaction and organisational citizenship behaviour. The public sector will benefit from the study’s findings in terms of enhanced organisational performance and good employee value that aligns with employee support practices and dimensions. From this study, three significant inferences can be drawn. The primary findings of the direct effects model, which pertain to the theoretical contribution, indicate that employee assistance enhances job satisfaction and organisational citizenship behaviour. This outcome is in line with two-factor theory introduced by Herzberg et al., (1959). According to this theory, workers can improve their job satisfaction and, as a result, exhibit good citizenship inside the company if they obtain both motivating and hygienic components in their work (Herzberg et al., 1959; Wael Salah, 2015).

In terms of the research methodology’s robustness, the study’s questionnaire satisfies validity and reliability analysis requirements. This may result in precise and trustworthy outcomes. Companies can use this study as a valuable reference to enhance support procedures throughout the organisation, particularly for co-workers. Hands-on learning, mentoring, and an open learning system can be used to support employees and, in our world, people cannot live alone or in seclusion. For them to survive and thrive in this world, they need to complement and encourage one another.

## CONCLUSION

Consistent with the findings of Herzberg (1959) and Smerek and Peterson (2007), this study affirms that work is a significant factor in determining employee behaviour, and that, despite its impact on employee outcomes, working circumstances are the most important hygienic component. For instance, public managers must think about how to foster good interpersonal ties among staff members and distribute work correctly based on an employee’s professional past, capacity, and preferences to maximise job satisfaction and minimise unhappiness. Managers of an organisation and business can use the findings of this study to offer insights and suggestion on how peer support affects job satisfaction and employee citizenship behaviour. When employees feel encouraged and valued by the people within an organisation, they tend to work more efficiently toward the organisation’s success (Samsudin et al., 2018). Moreover, it can foster extra role behaviour among employees, encourage them to involve voluntarily in activities to enhance organisational effectiveness. In addition, it can help organisations overcome problems related to human capital, which is useful in organisations.

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