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# THE INFLUENCE OF SMART WORKING ENVIRONMENT ON JOB PERFORMANCE



Thesis Submitted To School of Business Management, Universiti Utara Malaysia,

In Partial Fulfillment of the Requirement for the Master of Human Resource Management



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#### ABSTRACT

Smart Working is the term used to portray an allude to the better approaches for working made conceivable by advances in innovation and made fundamental by economic, ecological and social pressures. Three variable have been chosen under the factor of smart working environment towards assessing the job performance. Those variables classified under smart working environment are usage of technology, workplace flexibility and top management support. The stimulation behind this exploration is to perceive and evaluate the relationship between usage of technology, workplace flexibility and top management support towards the job performance among the postgraduate students of University Utara Malaysia. A survey was conducted at University Utara Malaysia, Sintok, Kedah, Malaysia. The participants are 260 individuals of postgraduate students from Othman Yeop Abdullah (OYA) Graduate School of Business. Test were taken randomly and the kind of nonprobability sampling used for this overview is the purposive sampling, this is picked on account of time imperative, cost saving, ease of conducting the survey and the attention on particular respondents because of the way of the research topic and objective. Likert scale and multiple-choice questions were utilized as a part of the structure questions. The research gives a selection of answers and respondents are solicited to choose at least one from the option given. The result analyzed with Statistical Package for the Social Sciences (SPSS). From the response obtained, several statistical technique such as regression analysis, Pearson correlation, and reliability test have been derived. From the statistical studies, it is found that there is a significant relationship between usage of technology, workplace flexibility and top management support with the job performance.

Keywords: smart working environment, job performance, usage of technology, workplace flexibility, top management support.

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#### **CHAPTER ONE**

# INTRODUCTION

#### 1.1 Introduction

This chapter depicts an outline of the situation with the background of study, statement of the problem, followed by the research questions, research objective, and significance of the study, scope of study/ limitation and organization of the chapters in thesis.

# 1.2 Background of Study

Performance of employees is affected by numerous factors at work place. It is defined as the way to perform of the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. There are lot of factors that affect the performance of employees. The main theme of the study revolves factors chosen which are categorized under smart working environment that affects smart working environment. Smart working' is the term utilized "to allude to the better approaches for working made conceivable by advances in innovation and made fundamental by economic, ecological and social pressures" (Klehe & Anderson, 2007). Cappemini (Information technology consulting organization) has characterize smart working in the research on 'Smart Working; The effect of work association and occupation plan' as 'A way to deal with sorting out work that means to drive more noteworthy proficiency and viability in accomplishing work results through a blend of adaptability, self-sufficiency and cooperation, in parallel with advancing instruments and workplaces for representatives.

It cannot be denied that organizations rely heavily on their employees to survive. They can only win a competitive advantage through their people. The product or service of any organization is provided to customers with the involvement of people. However, people are not only essential resources that an organization has but also problematic ones to manage. This makes human resource management a key ingredient in fostering organizational competitiveness and the ability to fulfill its mission. Managing employee performance is an integral part of human resource management that all managers and rating officials perform throughout the year. Performance management is important as managing financial resources and program outcomes because employee performance or the lack thereof has a profound effect on both the financial and program components of any organization. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance refers to the behaviors that are expected in the line of the organizations 'goals and the purpose under control of individual employees (Campbell, McCloy, Opper & Sager, 1993).

Job performance problems often start small and develop slowly. In the early stages there may be just a few isolated incidents and these may easily be overlooked. It is important to deal with a job performance problem in the early stages while the issues are small. Performance issues can deteriorate to the point of crisis if the early warning signals are not acknowledged and dealt with. The performance of one employee can affect the productivity of other employees. Poor job performance can place the employee, coworkers and the organization at risk. As a matter of fact most managers in organizations

face with a crucial question of what factors influence employee performance and there is inadequate empirical information that might guide their efforts in enhancing overall job performance among employees. A recent article from Malaysia Digest, dated 28<sup>th</sup> June 2016 shows that 71% of survey respondents reported the elements of trouble staying focused in meetings, taking longer to complete tasks and finding it harder to work with challenging colleagues with the percentage of 68%, 69% and 65% respectively. In order to rectify this situation, a probable solution of smart working environment is needed.

Smart Working environment is a new paradigm that emerged to combine new management styles, improved work strategies, as well as greater employee autonomy. The new paradigm has a substantial impact on personal attitudes of employees towards work. It affects how they communicate and collaborate towards a more efficient work environment. It is a set of practices that build an optimal workforce, match between resources and demand, increases productivity, and improve talent attraction and retention'. (The Agile Future Forum, 2013).

#### 1.3 Problem Statement

Globalization has opened up various chance and challenges for organizations to struggle like international organizations. Besides technological improvement, a developed, competent and empowered workforce will give organizations intensity over its opponent. Individual job performance is not stable and can fluctuate over time. Studies have shown that the performance of an individual changes by changing the time spent on a specific

job. At the same time, individual performance changes as a result of learning and "high performance is always the result of greater understanding towards the specific job instead of greater effort to the job" (Frese & Zapf, 1994). Besides, the fluctuating individual job performance can be caused by the patterns of "intra individual change" or changes in an individual's "psycho-physiological state". Studies on smart work environment has shown that inadequate support of and uneven access to smart working may also result in employees not exercising their discretionary effort and delivering high level of performance (Malik, Rosenberger, Fitzgerald & Huelcroft, 2016). Further study also shows that an emphasize was given on smart working when Ragusea, Gastaldi and Neirotti, 2016 claims that managers should consider about implementing smart working practices, not just for achieving better returns at company level, but to bring benefits at individual level too. In order to investigate this issue, we rooted our reflections on the influence of smart working environment on job performance.

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# 1.4 Research Question

The resolve of the research in study is to answer questions as stated below:

- i. Does usage of technology affect job performance?
- ii. Does workplace flexibility affect job performance?
- iii. Does top management support affect job performance?

# 1.5 Research Objectives

The stimulation behind this exploration is to perceive and evaluate the connection between usage of technology, workplace flexibility and top management support towards the job performance among the UUM postgraduate students. The aims of this study are:

- i. To examine the relationship between usage of technology and job performance.
- ii. To investigate the relationship of workplace flexibility and job performance.
- iii. To determine the relationship of top management support and job performance.

# 1.6 Significance of the Study

Theoretically, the findings of this study could provide a new exposure that can be used as a tangible reference for more meaningful educational services. The result could be beneficial for them to foresee the elements to emphasize on onward retaining or improving the job performance of employees. This is because there is a limited study in the predictors of this study which are usage of technology, workplace flexibility and top management support on job performance. Whereas practically, the researcher would like to examine the relationship between the independent and dependent variable of this study.

# 1.7 Scope of Study

The research intends to study the influence of usage of technology, workplace flexibility and top management support on job performance. The scope of this also being specified among postgraduate students of Othman Yeop Abdullah, Graduate School of Business who are currently an employee in their respective organization.

# 1.8 Definition of Key Terms

The definition of key terms for this study are as follow:

# 1.8.1 Smart Working

A new paradigm of management styles with improved work strategies, as well as greater employee efficiency (Boorsma, Bulchandani, Charles, Drury, Grone, Kim and Spencer, 2012).

#### 1.8.2 Job Performance

It is a fulfillment of a task given measured against pre-set standards of correctness, completeness, cost, and speed, the initiatives they get, their creativity in solving problems and resourcefulness in the way they utilize their resources, time and energy (Rothman & Coetzer (2003).

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# 1.8.3 Usage of Technology

An application of information in the design, production, and utilization of goods and services, and in the organization of human activities (Huber, 2012).

#### 1.8.4 Workplace Flexibility

Flexibility is about an employee and an employer making changes to when, where and how a person will work to better meet individual and business needs (Jeffrey et al., 2018).

#### **1.8.5** Top Management Support

Degree to which employees trust that their association esteems their commitments and thinks about their well-being and satisfies socio emotional necessities (Ucar & Otken, 2013).

# 1.9 Organization of Chapters

This studies contains five chapters that are introduction, literature review, research methodology, findings and discussion and conclusion. Chapter one explains on the introduction. The Introduction is the brief outline of the entire research comprising of research background, problem statement, followed by research question, research objectives and finally the contribution or significance of the study. In the literature review, the significant dependent variable other than independent variable in this exploration will be portrayed, while past reviews identified with the point will be reviewed and exhibited here. The research framework will likewise be highlighted subsequent to checking on past inquires about in view of the dependent and independent variables. Whereas Research Methodology chapter contains the research design followed by data collection methods and sampling design. Whereas in the following chapter; findings, the general results and

discoveries from the investigation of the survey has been portrayed. Interpretation is further explained in depth upon data analysis using the Statistical Package for Social Science. At final chapter, discussion and conclusion is focused. This part contains the research findings, in which further discussions about the significant findings are examined. Additionally, it clarifies about the study limitations and future research suggestions.



#### **CHAPTER TWO**

#### LITERATURE REVIEW

#### 2.1 Introduction

In this section, factors with respect to usage of technology, workplace flexibility and top management support are reviewed. The literature review are acquired from different sources, for example, articles, diaries, and online daily papers. This chapter includes research framework and development of hypotheses. The research framework shows the dependent and independent variables. The development of hypotheses is focused at acquiring and attaining the relationship of the chosen variables.

# 2.2 Conceptualization Smart Working Environment

Smart Work strategies provide a number of benefits to organizations, communities, individuals, and economic clusters. These benefits are critical ingredients that forge resilient communities and organizations. The concept of Smart Working finds its origin in the literature stream studying the application of non-traditional and flexible work practices and locations for carrying out work (e.g. Van der Voordt, 2004; Gorgievski, 2010). Authors in this stream assert that modern companies strive to provide flexible work arrangements and more cost efficient and creative office environments in order to support competitiveness and employee productivity without decreasing job satisfaction (Beauregard & Henry, 2009).

Within these extremely dynamic settings, companies (e.g. Plantronics, 2014) start referring to "Smart Working" as a set of organizational interventions aiming to fully release the innovation potential of their employees, providing them with higher levels of autonomy in the choice of their working spaces, time and tools, and asking in return a strong commitment in achieving corporate goals. According to Mann (2012), the interventions over which practitioners are focusing their attention seam based upon three complementary elements; information and communication technologies (ICT) element, Human Resources (HR) element and layout element.

According to Kim and Shin, 2015, utilization of technology is classified under the smart work environment. According to them, as workers' personal values and the types of tasks they do vary, the demand for work-life balance has increased. In the same vein, the rising demand for free hours and flexible working among workers and evolving network technologies have given birth to a new type of work setting that is the smartwork environment. Smart work environment is a neologism where ICT (Information and Communication Technology) converges with the established concepts such as working at home, teleworking and flexible working, pursuing improvement of productivity and quality of life. Apart from that, most scholar support the view of Meyer and Allen who emphasized that organizational commitment reflects the psychological status between workers and organizations. Worker's attitudes and intentions of voluntary behavior, regardless of reward, emotional attachment to, identification with, and involvement in the organization reflect organizational commitment. Therefore top management support can

also be categorized as an element of smart work environment. Mikulecký, 2008, in his study "Towards Smart Working Environments" has analyzed organizational support as one of the necessary to cope with towards smart working environment in an organization. In terms of organizational support, he added that the manager should be able to get desired technical support nearly automatically, without losing extra time and workforce. An individual's problem-solving capability is limited when diverse information and knowledge are required. Pooling several individuals is required in this situation, and group decision making as well as group decision support systems is a common remedy for this problem.

A broad support from the side of various learning and knowledge resources could be very helpful. Lake, A. (2014), explains the concept of Smart work as a working condition that relies heavily on technology that transcends over location barriers. He adds that several new terms have marked the new environment, such as: Flexible Working, Work shifting, e-work, Job sharing, smart work, and Telework. He maintains that other phrases have been coined to pinpoint the changing social needs of workers, such as 'Family-Friendly arrangements', and 'Work-Life Balance'. He concludes that major changes in social structure, advances in information technology, and management strategies shape the new working environment.

# 2.3 Variables of the study

#### **2.3.1** Conceptualization of Job performance

Borman and Motowidlo (1993) have sorted performance into task and contextual performance. Task Performance was characterized as the viability with which work occupants perform exercises that add to the organization's specialized center (Borman & Motowidlo, 1997). Though, Contextual performance was characterized as execution that is not formally required as a major aspect of the employment but rather that shapes the social and mental setting of the organization (Borman & Motowidlo, 1993).

Contextual performance has been additionally recommended to have two aspects which are; interpersonal facilitation and job dedication. Interpersonal facilitation incorporates "agreeable, chivalrous and supportive acts that help associates' execution". While, *job dedication*, includes "self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives" (Van Scotter & Motowidlo, 1996: p.525).

Contextual performance and related components of execution, for example, such as organizational citizenship behavior (OCB: Bateman & Organ, 1983; Smith, 1983), prosocial organization behavor (Brief & Motowidlo, 1986), and additional part execution (Van Dyne et al., 1995), add to hierarchical adequacy. In light of the way that the idea of relevant execution has a few related builds in different names, the current hypotheses and

experimental reviews assessed in this review likewise incorporate contextual performance and all related constructs.

# 2.3.2 Conceptualization of Usage of Technology

Technology in the working environment enables organizations to grow rapidly and proficiently. Business technology, for example, video conferencing, social networks and virtual office innovation has removed workplace limits that already constrained business development. With business technology, organizations can focus on a more extensive client base and develop to more elevated levels (Sherrie Scott, 2017).

The way toward figuring out how to utilize computer-based technology, for example, hardware and software can be thought of as changing individuals' conduct by inspiring them to forsake the "old path" of getting things done, motivating them to attempt "new way" of getting things done, and making the "new path" some portion of their regular routine (John W. Henry, 1997). These stages speak to the procedure which must jump out at change the practices of PC based innovation end clients keeping in mind the end goal to expand the odds that it will be utilized effectively. Issues might be experienced in attempting to get everybody in the workplace to change over to another word processor or getting everybody to embrace a new computer system (John W. Henry, 1997). Both are fundamental to the effective achievement of undertakings and request a trough's consideration.

This is critical in organizational settings today, since more prominent duty is being set on the end-client for creating applications and incorporating with use of innovation into their workplace (John & Henry, 1997). Within a moderately brief timeframe, utilization of modern information and communication technology (ICT) has turned out to be far reaching and its utilization is proceeding to develop at a fast rate. As per one record, add up to worldwide consumption on IT is expanding at 5 for each cent for every year and therefore, is multiplying at regular intervals (Anon, 2014).

It represents expansive and developing extent of the financial plan of organizations and different associations, for example, government bodies (anon, 2014) and educational institutions and additionally that of numerous purchasers. In spite of the pervasiveness of ICT, its effects on profitability are defectively known and sees vary about its impacts on human welfare and social change. Rapid advancements in IT are changing the route connections amongst organizations and their clients are managed (Ahearne et al., 2012; Marshall et al., 2012).

# 2.3.3 Conceptualization of Workplace Flexibility

Flexibility has turned into a catchphrase in the exchanges of the new organizations of the twenty-first century. Expanding worldwide rivalry, quickening mechanical change and growing client desires are making a turbulent situation. Flexibility is a system that empowers firms to adapt to this expanding vulnerability since it encourages a speedy

reaction. This is strategically vital as order-winning criterion (Sanchez, 1995; Volberda, 1997; De Toni & Tonchia, 2005).

Organizational flexibility can be a protective reaction to oversee uncertainty with a flexible organization of flexible assets, yet it can likewise be a dynamic way to introduce more uncertainty in the marketplace. Workplace flexibility can be characterized as an encompassing a vast scope of practices which encourage workforce alterations in terms of the number of employees, temporal deployment, skill composition, job content or remuneration. A useful classification disaggregates workplace flexibility into numerical or temporal, functional and cost or wage flexibility (Whyman & Petrecu, 2013).

Numerical or temporal workplace flexibility practices permit the adjustment of the quantity of laborers or of their working time, such as, by executing flextime or job sharing. Functional workplace flexibility practices relate to occupation content flexibility, for example by giving job autonomy or employee training. Cost workplace flexibility practices relate to wage flexibility, for example, as merit pay or profit-related pay. The workplace flexibility practices executed by a firm can have multiple micro and macrolevel advantages that contribute to economic development besides recovery from economic crisis. Flexible types of employment are connected to decreases in labor market rigidities, foreign direct investment, modern and competitive workplaces, and advantageous employee results, such as, enhanced work-life adjust and job satisfaction (Bloom & Van Reenen, 2006; Confederation of British Industry (CBI), 2010; Chartered Institute of Personnel Development (CIPD), 2012; Origo & Pagani, 2008; Whyman & Baimbridge, 2006; whyman & Petrescu, 2013).

# 2.3.4 Conceptualization of Top Management Support

Since senior chiefs are the most discerning of the organization's vital goals to stay focused in the market place, they have a better understanding of the necessities of supply chain connection management (Chen & Paulraj, 2004). Zue et al. (2008) found that top supervisors ought to confer the time, personnel and monetary assets to bolster the advancement of organization with clients and providers. One of the significant elements of top administration administrators is to impact the administration culture to empower coordinated effort and accomplish managed vital execution. The important role of top management support has been greatly emphasized in by McIvor and Humphreys, 2004. Since senior managers are the most cognizant of the firm's strategic imperatives to remain competitive in the market place, they have a better understanding of the needs of supply chain relationship management (Chen & Paulraj, 2004). Zu et al. (2008) found that top managers should commit the time, personnel and financial resources to support the development of connection with customers and suppliers. One of the major functions of top management executives is to influence the management culture to encourage collaboration and achieve sustained strategic performance. Previous literature has noted that top management must be aware of the competitive benefits that can be derived from inter-organization relationship. Top management support is critical for project success (Fortune & White, 2006). For instance, it has been found that the majority of senior executives perceive that organizational issues are more important for organizational success than technical issues. Organizations spend much effort and resources in supporting projects in different ways. However, they are not always aware to the different effect various supporting processes have on project success. As a result, they sometimes pay similar attention to effective support processes, as to support processes that have low impact on organization success.

# 2.4 Hypothesis Development

This section discusses how the hypothesis is developed by reviewing the relationship between independent and dependent variable based on previous literatures on the variables.

# 2.4.1 Relationship between Usage of Technology and Job Performance

Linkage between information technology and individual performance has been an ongoing concern in IS research. Goodhoue and Thompson, 1995 presented and tested a new, comprehensive model of this linkage by drawing on insights from two complementary streams of research (user attitudes as predictors of utilization and task-technology fit as a predictor of performance). The essence of this new model, called the Technology to Performance Chain (TPC), is the assertion that for an information technology to have a positive impact on individual performance, the technology must be utilized, and the technology must be a good fit with the tasks it supports. Consequently, the accompanying suggestion is made;

H1: There is relationship between usage of technology and job performance.

#### 2.4.2 Relationship between Workplace Flexibility and Job Performance

Because of employers' requests to respond to changes in the market and to utilize their workforce productively, flexible working time is winding up noticeably better known. For employees it has likewise turned out to be more imperative to adjust and sort out occupation assignments and non-work-activities with each other in light of the fact that a broader individualization of ways of life (Beck & Beck Gernsheim, 2003; Statistisches Bundesamt, 2005) requires more individualized time arranging.

Managers ought to mind such interests of representatives, trying to upgrade the utilization of human capital. It in this way may appear that everyone advocates adaptable working time models as a methods for embracing working circumstances to changing requests from both sides. This shows that workplace flexibility has a positive relationship with employment execution. Subsequently the accompanying suggestion is made;

*H2: There is a relationship between workplace flexibility and job performance.* 

# 2.4.3 Relationship between Top Management Support and Job Performance

Perceived organizational support, POS alludes to "the degree to which the organization esteems (employees) contributions and looking into their wellbeing" (Eisenberger, Huntington, & Hutchison, 1986). POS catches a worker's convictions concerning the degree to which the organization values (employees') general contributions made for the organization's benefit and administers to their wellbeing (Eisenberger, Huntington, and Hutchison, 1986; Wickramasinghe and Wickramasinghe, 2012).

POS is the degree to which workers see that the association esteems their commitments and thinks about their wellbeing (Guan, Sun, Zhao, &Luan, 2014). POS might be urged by employees' tendency to attribute human-like qualities or attributes to associations (Eisenberger, Huntington, and Hutchison, 1986). Positive connection amongst POS and business related results has been found in the review like Amerli, Eisenberger, Fasolo, and Lynch (1998), Rhoades and Eisenberger (2002), Susskind et al. (2000). Karatepe (2012) study recommended that apparent authoritative support affected service recovery performance and job performance. In like manner, POS was discovered emphatically identified with evaluative and target measures of performace in standard employment activities (Armeli, eisenberger, Fasolo, and Lynch, 1998, Eisenberger, Huntington, & Hutchison, 1986).

H3: There is a relationship between top management support and job performance

# 2.5 Research Framework

This research framework is developed based on the problem statement and literature review in the bid to answer the research questions and attain the research objectives. The purpose is to display the relationship between usage of technology, workplace flexibility and top management support (Independent Variables) and job performance (Dependent Variable). The research framework is further described by the diagram below:

# **Independent Variable**

# **Dependent Variable**

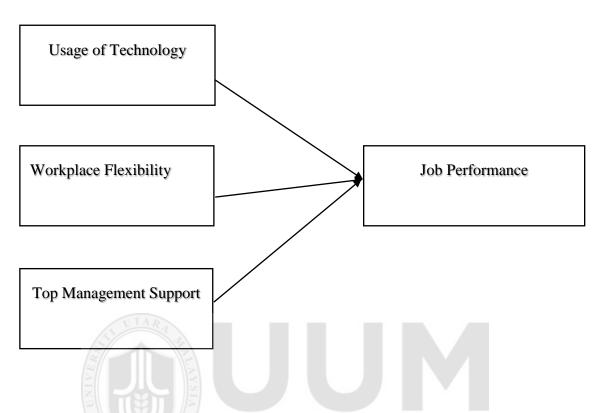


Figure 2.1: Research Framework

# 2.6 Conclusion

This chapter shows the literature review about usage of technology, workplace flexibility and top management support and job performance. The relationship between the independent variables; usage of technology, workplace flexibility, top management support and the dependent variable, which is the job performance was discussed. The next chapter will be discussing about the methodology and procedure that was utilized in data gathering and analysis.

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#### **CHAPTER THREE**

# **METHODOLOGY**

#### 3.1 Introduction

This section explains about the exploration outline and procedure used as a part of this review. Moreover, it clarifies the instruments decided for data assembling, the population and sample and the survey procedure utilized. This segment stipulates the research design, data aggregation techniques and sampling design. In addition, inquire about instrument which involves review outline are shown in this segment. This is trailed by measuring of the instrument, operational significance of constructs measurement scales, completing with data processing and techniques for information analysis.

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# 3.2 Research Design

The objective of research design is to use the strategized research action in order to solve the problem by gathering appropriate information. Besides that, the research design used for this study is quantitative study. The goal in conducting quantitative research study is to determine the relationship between independent variable (usage of technology, workplace flexibility, and top management support) with the dependent variable (Job performance) within a population. The quantitative method of this study is survey.

# 3.3 Unit of Analysis

The unit of analysis of this study is individual. Hence for the purpose of this study, postgraduate students of Othman Yeop Graduate School of Business (OYAGSB) were surveyed.

# 3.4 Population and Sampling Technique

The total postgraduate students at OYAGSB as of May 2017 is 3360. According to Krejcie and Morgan, 1970, the required sample for this population is 250. The kind of non-probability sampling used for this overview is the purposive sampling.

Purposive sampling is a non-probability sampling technique and happens when respondents assigned for the sample are picked by the researcher's judgment (Black, 2011). There are diverse sorts of purposive sampling, however, homogenous examining will be utilized on account of the subgroup picked among the entire postgraduate students. The engaged postgraduates' students were from Othman Yeop Abdullah (OYA) Graduate School of Business.

These data were collected from 260 postgraduate students from Othman Yeop Abdullah (OYA) Graduate School of Business taking business and administration related courses. Those 260 postgraduate students comprises of full time and part time students whom are currently engaged in work. The explanation behind the target participants is to recognize the connection smart working environment; usage of technology, workplace flexibility

and top management support and job performance. This will give input on the impact level of smart working environment in job performance.

#### 3.5 Measurement

Since this study uses the quantitative survey technique, it was prepared to combine the four instruments utilized in this study. The questionnaire was segmented into five sections. The first section was covered on job performance, the dependent variable, while the second section to forth section were on independent variables. Section two was on usage of technology, whereas section three and four were on workplace flexibility and top management support respectively. Fifth section was allocated for demographic profile of respondents comprising of age, gender, marital status and mode of studies. The measurement used by each variable has been tested and have reliability test.

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Likert scale and multiple-choice questions were utilized as a part of the structure questions. The research gives a selection of answers and respondents are solicited to choose at least one from the option given. At that point, the likert scale is an estimation scale with five reaction categories running from "strongly disagree as 1 to "strongly agree" as 5. In this study, there are several statistical technique that are utilized to dissect gathered information such as frequency analysis, reliability test, descriptive statistics, correlation test and regression.

For information analysis, all information were gathered from respondent were examined utilizing Statistical Package for Social Science (SPSS) version 20.0. Cronbach's Coefficient Alpha ( $\alpha$ ) is used to measure the reliability of questionnaire items used. For a quality study to be produced, the data accuracy should be attained with the higher reliability degree of the instrument; thus, Cronbach's alpha is utilized as a tool to examine the measurements internal consistency.

#### 3.5.1 Job Performance

A survey research using the individual work performance questionnaires was used. This individual performance questionnaire version 1.0 was based on four dimensional conceptual framework, in which individual work performance consists of four dimensions such as task performance, contextual performance, adaptive performance and counterproductive work behavior (Koopmans et al., 2011). Seventeen questions from this questionnaire have been used to conduct the study and each question has been drawn to Likert scale. Respondents were required to provide responses based on their level of job performance through the five-point Likert scale from 1- indicating strongly disagree to 5 - indicating strongly agree.

Table 3.1: Operational definition and items for Job performance

I I was able to plan my work to completed on time.  2 I worked to achieve the end result of work.  3 I had difficulties in setting priorities my work.  4 I managed to perform well in work minimal time and effort.  5 I needed longer time to complete work tasks than it intended to be.  6 When I informed others something could be well understood.  7 I understood others well, when informed me something.  8 I took initiative when there were is to be solved.  9 I accepted criticism for my work.  10 I dared myself for challenging tasks, if any.  11 I put some effort on keeping my knowledge and skills up-to-date.  12 I have demonstrated flexibility in work.  13 I have suggested creative solution new problems.  14 I managed to cope with uncertain unpredictable issues at work.	Dimension	Operational Definition		Items
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<ul> <li>14 I managed to cope with uncertain unpredictable issues at work.</li> <li>15 I could easily adapt to changes in work.</li> </ul>		13	I have suggested creative solutions for	
unpredictable issues at work.  15 I could easily adapt to changes ir work.		14	±	
15 I could easily adapt to changes in work.				
		15	I could easily adapt to changes in my	
16 I told about the negative aspects o				
work to my colleagues.			16	•
17		17	, ,	
i quartered with my coned		- /	immediate boss and customers in doing	

Source: Koopmans et al., 2011

# 3.5.2 Usage of Technology

The usage of technology questionnaire (Lucas et al, 1999) has been used to conduct the survey on the effect of usage of technology. This questionnaire is designed to measure the connectivity between the presence of technology in the workplace with the performance of an individual. All items were rated on a 5– point Likert scale, with respondents indicating their agreement or disagreement with each statement (1 = Strongly Disagree, 5 = Strongly Agree).

Table 3.2 Operational definition and items for Usage of Technology

Dimension	Operational Definition	Items
		1 Using new technology in my work improves my performance.
Usage of Technology	An application of information in the design, production, and utilization of goods and services, and in the organization of human activities.	<ol> <li>Using new technology in my work improves my productivity</li> <li>Using new technology enhances my effectiveness.</li> <li>I rely much on technology for my work.</li> <li>Upper managers strongly support me to use new technology.</li> </ol>

Source: Lucas et al., 1999

# 3.5.3 Workplace Flexibility

The Flexible Work Options Questionnaire (FWOQ) The FWOQ was designed to measure attitudes and barriers to the use of flexible work options. The questionnaire formed part of a larger staff survey measuring aspects of workplace climate. The item content was based on previous experience, discussion with employees who were familiar with a range of FWOs, and the attitudes and barriers identified in the previously reviewed literature. All items were rated on a 5– point Likert scale, with respondents indicating their

agreement or disagreement with each statement (1 = Strongly Disagree, 5 = Strongly Agree).

Table 3.3: Operational definition and items for Workplace Flexibility

Dimension	Operational Definition	Items				
Workplace Flexibility	About an employee and an employer making changes to when, where and how a person will work to better meet individual and business needs.	1 2 3 4 5	Flexible working arrangements help Me balance life commitments. Flexible work options do not Suit me because they tend to make me feel disconnected from The workplace. Working shorter hours would negatively impact on my career progress within the organization. Working more flexible hours is essential for me in order to attend to family responsibilities. Flexible working arrangements are essential for me in order to attend to family responsibilities. Flexible working arrangements enable me to focus more on the job when I am at the workplace.			

Source: Albion, 2004

# 3.5.4 Top Management Support

Questionnaire on organizational support was depicted from Colakoglu, Culha and Atay, (2010) has been used to measure the existence of organizational support within the organization. All scales of the research have been adopted from the existing literature, and a five point Likert style grading was used where 1 was strongly disagree, and 5 was strongly agree.

Table 3.4: Operational definition and items for Top Management Support

Dimension	Operational Definition	Items
<b>Support</b>	Degree to which employees trust their association esteems their commitments and thinks about their well-being and satisfies socio emotional necessities.	<ol> <li>My organization strongly considers my goals.</li> <li>My organization cares about my opinion.</li> <li>My organization really cares about my wellbeing.</li> <li>My organization strongly considers my values.</li> <li>Help is available from my organization when I have a problem.</li> </ol>

Source: (Colakoglu, O. Culha, H. Atay)

#### 3.6 Data Collection

This current study survey was conducted in the month of May, 2017. Hard copy questionnaires were distributed personally to postgraduate students who are currently active working from Othman Yeop Abdullah (OYA) Graduate School of Business, UUM. The surveyed questionnaires were completed within 10 minutes and collected immediately from the respondents. 260 questionnaire forms were completely returned because of the close monitoring.

The questionnaire has been distributed to postgraduate students who were in the class as well as outside of class (waiting for their class). The feedback form the lecturers conducting the class were very supportive which eased the process of data collection for

this study. Apart from that, those postgraduate students who were involved in completing the survey were also very supportive as well as motivated to participate in this survey.

#### 3.7 Data Analysis

All data collected from the survey were entered and coded into dataset using Statistical Package for Social Science (SPSS) software version 2.0. For the workplace flexibility scale, it had two reverse questions. For each response for the reverse questions, reverse manner was used in keying in the data. For example reverse question 2; "Flexible work options do not suit me because they tend to make me feel disconnected from the workplace", if a response of 1- strongly disagree was selected, then 5- Strongly Agree would be keyed in. If "2" was selected, "4" would be keyed in and if "5" was selected, "1" would be keyed in. The survey result were analyzed, generated and precised into statistical analysis which consist of descriptive analysis, correlation analysis and regression analysis.

#### 3.7.1 Descriptive Analysis

Descriptive statistics are utilized to portray the fundamental elements of the information in a study. They offer simple summaries regarding the sample and measures. A graphic analysis form the premise of the quantitative analysis of data. Descriptive analysis contains the process of transforming data of general characteristics. Cronbach's alpha coefficients (internal consistency reliability), mean, medians, modes, variance, range, and

standard deviation, were clarified in descriptive analysis (Zikmund, Babin, Carr and Griffin 2013).

#### 3.7.2 Correlation Analysis

Correlation is defined as the strength of association that exist between two variables. When two or more variables possess a strong relationship with each other is means that a strong correlation exists, while variables that are not related means a weak correlation exists. This is supported by Sekaran and Bougie, (2011) that correlation analysis is used to measure the strength and significant relationship between variables. Statistical Package for Social Science (SPSS) is used to analyze correlation.

Pearson correlation coefficient (r) is used to show the linear relationship between two variables, Job performance with usage of technology, workplace flexibility and top management support. In the correlation analysis. Pearson's product moment correlation coefficient (r) was utilized to analyze the direction and strength between variables (Whitlock & Schluter, 2009) as follows:

- A negative value indicated an inverse relationship.
- The absolute value of  $p \le .05$ . determines the strength of the linear relationship
- A strong correlation does not suggest a cause–effect relationship

This implies that there is a positive linear relationship if the two variables value of r is close to (+1) and negative linear relationship if the two variables value of r is closed to (-1)

1). However, if the value of r closed to 0 there is no linear relationship or weak relationship between the two variables. The 95% confidence level ( $p \le .05$ ) is set as the significant value in order to oppose the probability of a type I error. Consequently, ( $p \le .05$ ) is treated as significant (Curran-Everett, 2009).

According to Beaumont (2012), the value of pearson coefficient ranges from -1 to +1. Phanny (2014) rule of thumb in explaining correlation purport that correlation value (r) 0.0 indicates no correlation;  $0.0 \le (r) \le 0.2$  is considered very weak correlation;  $0.2 \le (r) \le 0.4$  is considered weak correlation;  $0.4 \le (r) \le 0.6$  is considered moderately strong correlation;  $0.6 \le (r) \le 0.8$  is considered strong correlation;  $0.8 \le (r) \le 1.0$  is considered very strong correlation and 1.0 = (r) is a perfect correlation.

# 3.7.3 Regression Analysis

Regression analysis is used to find the association between dependent variable and independent variables. In this study, regression tests are initiated to determine the relationship between career adaptability and self-esteem, proactive personality and social support. This study is using Multiple Regression Analysis to determine which independent variables is that has the most significant effect on career adaptability.

#### 3.8 Conclusion

Statistical Package for Social Science (SPSS) version 2.0 was used in conducting the analysis and interpretation in collecting, analyzing and interpreting the data. The data

analysis using descriptive, correlation and regression analysis were mentioned in this chapter. The next chapter will be on findings of the analysis conducted, This will be used to interpret the data received and also determine if there is any significance between the variables.



#### **CHAPTER FOUR**

#### **FINDINGS**

#### 4.1 Introduction

In this chapter, the findings of the study is presented. Data retrieved from the participants were analyzed using various statistical analysis. Frequency analysis was utilized to analyze the demographic details of the participants, especially details regarding age, gender, marital status and mode of study. The correlation analysis was used to determine the strength of relationship between independent and dependent variable, which are job performance with usage of technology, workplace flexibility and top management support. Subsequently, the regression analysis was used to examine the significant relationship of usage of technology, workplace flexibility, and top management support on job performance.

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#### 4.2 Profiles of Participants

The frequency analysis was used to describe the demographic details of the participants. 260 questionnaires have been distributed to postgraduate student from Othman Yeop Abdullah, Graduate School of Business and from that 250 questionnaire have been selected. 10 questionnaires have been omitted due to incomplete sections by the participants. Of the total participants 250, total male and female participants were 128 and 122 participants respectively comprising 51.2% of males and 48.8% female respondents. Besides that, respondents were categorized into three age groups. Those groups include 20-29 years old, 30-39 years old and 40 years and above. Majority

respondents were from the category of 30-39 years old which covers 68.4% of the total participants which are171 participants. While 55 respondents from the age group of 20-29 years old with the percentage of 22% and 24 respondents are from the age group of 40 years and above with 9.6%. Apart from that, most of the participants are married followed by unmarried and a participant who is divorced. Married participants comprises of 48.8% from the total respondents whereas 46.8% who are unmarried with the quantity of 171 and 55 respondents respectively. Mode of study was also foreseen in the demographic profile of the questionnaires which contains part time and full time students of postgraduate students with the quantity of 111 respondents and 139 respondents respectively. Many respondents were from full time basis with the difference of 28 respondents from part time basis. The percentage of part time students are 44.4% and the remaining of 55.6% of full time.

Table 4.1

Background of the Respondents

	Frequency	Percentage (%)
Age		
20 - 29 years	55	22
30 - 39 years	171	68.4
39 years and above	24	9.6
Gender		
Male	128	51.2
Female	122	48.8
Marital Status		
Single	117	46.8
Married	132	52.8
Divorced	1	0.4

Mode		
Part time	111	44.4
Full time	139	55.6

#### 4.3 Reliability Test

To ensure the scales reliability, the affirmation on internal consistency has been conducted. By checking the value of Cronbach's alpha coefficient, this analysis can be done. The coefficient of alpha that is higher than 0.65 would considered as cut-off point to the study (Nunnally & Berntein, 1994; Nunnally, 1978). The Cronbach coefficients alpha for the variables illustrated in Table 4.2. To sum up, the Cronbach alpha's value for three variables are higher than 0.65. Those three variables are job performance (dependent variable), usage of technology and workplace flexibility and top management support (independent variable).

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Table 4.2

Reliability Coefficients for Variables

Variable	N of	N item	Cronbach Alpha
	Item	removed	
Job Performance	17	1	0.712
Usage of Technology	5	1	0.723
Workplace Flexibility	6	-	0.742
Top Management Support	5	1	0.705
Overall	33		

#### 4.4 Correlation Analysis

To identify the factors that have an association among variables, correlation analysis was conducted where the correlation coefficient illustrates the relationship between the independent and dependent variables. According Hair et al. (2006), the number representing the Pearson correlation is referred to as a correlation coefficient. It ranges from -1.00 to +1.00, with zero representing absolutely no association between the two metric variables. The larger the correlation coefficient the stronger the linkage or level of association. A strong correlation is represented by a coefficient exceeding the value of 0.5 whereas a medium or modest correlation is when the coefficient has a value of between 0.5 and 0.2. Any coefficient possessing a value less than 0.2 will be deemed as showing a weak correlation. Benny and Feldman (1985) suggested a rule of thumb, that the correlation coefficients that exceed 0.8 (very strong correlation) will likely to result in multi collinearity. Cohen (1988) has put forward a guideline on the effect sizes of the correlation coefficients in social science studies as: small effect size, r = 0.1 - 0.29, medium: r = 0.30 - 0.49, and large: r = 0.50.

#### 4.4.1 Correlation analysis between Independent and Dependent Variable

Result of correlation analysis is to examine the relationship between independent and dependent variables. It is revealed in Table 4.3 that usage of technology is significant to job performance at the 0.05 level whereas workplace flexibility is significant to job performance at the 0.01 level and top management support is not significant to the dependent variable, job performance either in 0.05 level or 0.01 level.

Table 4.3 Relationship between independent and dependent variable

Kelallonship belween independent and deper	ideni variable
	Job
	Performance
Job Performance	1
Usage of Technology	.124*
Workplace Flexibility	.178**
Top Management Support	.132

Note: \*correlation is significant at the 0.05 level and \*\*Correlation is significant at the 0.01 level

#### 4.5 Regression Analysis

Multiple regressions were utilized to examine the relationship between usage of technology, workplace flexibility, top management support and Job Performance. Multiple regression analysis using Enter Methods were applied with the confidence level of 90 percent (p<0.10) were adapted.

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#### **4.5.1** Effect of Independent Variable on Job Performance

Results of multiple regression is to examine the effect of independent variables on job performance as in Table 4.4. There is significant relationship between usage of technology and job performance. P Value of usage of technology indicates that there is a significance relationship between these variables. Coefficient 0.154 shows that if one percent change occurs in usage of technology, it will cause 15.4% change in job performance. This readings shows that existence of usage of technology in an organization do give effect on job performance of an individual. It is found that P Value of workplace flexibility indicates that there is highly significance relationship between

these variables with the significant value of 0.002. Coefficient 0.189 shows that if one percent change occurs in workplace flexibility, it will cause 18.9% percent change in job performance. Whereas the P Value top management support shows that there is a significance relationship between these variables. Coefficient 0.137 shows that if one percent change occurs in top management support, it will cause 13.7% percent change in job performance. R Square value is 0.057 which indicates that a 5.7% percent change comes in job performance of employees through usage of technology, workplace flexibility and top management support.

Table 4.4

Effect of Independent Variable on Job Performance

Independent Variables	Beta	Adjusted R <sup>2</sup>	Sig.
Usage of Technology	.154	.011	.014
Workplace Flexibility	.189	.028	.002
Top Management Support	.137 a ra	.008	.029

#### 4.6 Summary of Hypotheses

In this study, three hypotheses were developed in general. At the end of the data analysis, all the three tested hypotheses were accepted. The summary of the hypotheses testing is as presented in the table 4.5 below.

Table 4.5 Summary of hypotheses testing

Hyp	ootheses	Result
H1	There is a relationship between Usage of Technology and Job Performance.	Accepted
H2	There is a relationship between Workplace Flexibility and Job Performance.	Accepted
НЗ	There is a relationship between Top Management Support and Job Performance.	Accepted

### 4.7 Chapter Summary

This chapter summarizes the findings obtained from the data analysis of the survey that was conducted to examine the core objectives of this research. The initial outcome basically describes the background of the respondents which is highlighted in the beginning of this chapter. The chapter ends with the regression analysis to examine the relationship between usage of technology, workplace flexibility and top management support. Out of three hypotheses developed, the study could support all the hypotheses. Frequency, descriptive statistics, normality test, Cronbach alpha, correlation, and regression analysis were used in conducting the analysis. It shed light on the relationship of the variables as well as its significance and the reliability of the measurement scales used in the survey. The next chapter will discuss about the findings of the study

#### **CHAPTER FIVE**

#### DISCUSSIONS, RECOMMENDATIONS AND CONCLUSION

#### 5.1 Introduction

This chapter discusses the findings of the study obtained from the analysis performed on the data gathered. The discussion will be directed by the objectives presented earlier in Chapter 1. The results are expected to provide valuable insight to the objectives.

#### 5.2 Discussion of Findings

This study aims to examine the relationship between three independent variables of usage of technology, workplace flexibility and top management support on job performance.

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#### 5.2.1 The relationship between usage of technology and job performance

There is a significant relationship between usage of technology and job performance. This basically means that the usage of technology in an organization do affect an individual job performance. Despite being a widely discussed managerial issue in recent years (Torkzadeh & Doll 1999), measures the value of IT in employee performance is

extremely difficult and something about which little is known (O'Brien 1997). Yet, the use of information technologies remains prevalent (Stites 1999, Wipperfuth 1999) among employees (Harrison-Walker 2002, Osmonbekov et al. 2002; Sorensen and Buatsi 2002), often at enormous costs (Ostermiller 1999). The findings of this study confirms these arguments. The use of currently available technology is important for employee job performance.

#### 5.2.2 The relationship between workplace flexibility and job performance

There is a significant relationship between workplace flexibility and job performance. This findings confirms the arguments of previous scholars (Beck and Beck Gernsheim, 2003; Statistisches Bundesamt, 2005) that proper utilization of flexibility is necessary for the benefit of both employees and organization. Flexible work option will enable employees to balance their professional and personal life and also to manage work stress. Flexibility, if not utilized properly, will impact the performance negatively and lead to laziness and inefficiency. It is very important to have a proper plan before using the flexible options. An increasingly global business context, new technologies, national and global economic crises, rising unemployment and increased competition have all contributed to the need for changing working methods. These changes became known as "flexibility concept". Businesses have created innovative working models to adapt to changing conditions to maintain their competitive advantage and to lead their workforce to better levels of productivity.

On the other hand, job creation and the management of unemployment is also an important aspect today. The main target of creating new work models and employment types is to promote employment and eliminate unemployment. Positive results for employees' personal lives are also more and more being considered. For example, flexible working could potentially eliminate traffic problems for employees who previously had to face dense traffic in their daily commutes, especially in big cities. Increased work satisfaction becomes possible when employees have more flexibility to schedule their spare time outside of work and bring fewer personal concerns to their working environment. The reduction of employees being late, employees who are not exhausted, employees focused on their work when present, and their devotion to their work significantly increase how smoothly a business can be run

### 5.2.3 The relationship between top management support and job performance

There is a significant relationship between top management support and job performance and is conifrmed by Armeli, eisenberger, Fasolo, and Lynch, 1998, Eisenberger, Huntington, and Hutchison, 1986 on his studies which emphasizes Perceived Organizational Support is target measures of performance in standard employment activities. This is an important matter to be considered as organizations comprises of multiple types of employees who have different backgrounds and who may generate novel ideas in different ways. Organizational supports seem to be very important issue in construction organizations, because employees in such organizations are in the situations that don't have their families and routine life around. It can effect on their job performance. In this situation managers can play an essential role and by supporting

employees, they can improve employee's motivation and performance. Furthermore, employees can create value in an organization, especially in dynamic industries that need lower-level employees to generate different thinking or diverse information to create and combine information in new ways. Therefore, this research considered on how organizational supports influence on motivation and in turn on job performance.

#### 5.3 Implication of the study

This section discusses about the implication of this study to the academic industry, the policy makers in the government, the graduates and to the family.

### **5.3.1** Theoretical Implication

This research has been able to examine the factors that influence job performance among postgraduate students from OYA Graduate School of Business. This contribution is valuable because there is a limited study in investigating the relationship of independent variables (usage of technology, workplace flexibility, top management support) and job performance. The results show that there is a significant relationship between these independent variables with the dependable variable; job performance. Therefore, the independent variable used in this study can be used as an element in fostering job performance among employee.

#### **5.3.2** Practical Implication

The implication of this study based on the research findings, shows that usage of technology, workplace flexibility and top management support has significant relationship on job performance. Three independent variables have been classified under Smart Working Environment. Those variable includes usage of technology, workplace flexibility and top management support. Based on the results driven, it shows that all the independent variable have significant relationship with the dependent variable either at 5% or 10%. From this we can draw an idea of giving emphasize on smart working environment since it has an influence on driving job performance among employees in an organization. It is found that workplace flexibility has a very significant relationship with the job performance among the employees followed by the existence of the usage of technology within the organization and the top management support present onward impacting the job performance.

# 5.4 Limitation and Recommendation of the study

To complete this study, the researcher has stumbled upon few limitations. Facing a limitation issue in completing a research work is very common thing for a researcher. The first problem faced by the researcher is regarding size of the sample, the sample size for this study was chosen from the population of UUM students which is considered as such a small part of tertiary students rather than focusing the overall university students throughout Malaysian region. This is because of due to the time limitation factor which forces the researcher to focus only one higher educational institution for her initial study. Besides that, the current study only indicates three predictors namely usage of technology, workplace flexibility and top management support which is limited to

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represent the ability of creating a smart working environment and their tendency towards involve in the process of enhancing job performance. There could be other factors involved in considering the smart working environment in driving job performance.

Therefore, another limitation of this study related to the research design which focuses larger population which resembles larger workforce of Malaysia has to be foreseen. On the other hand, besides highlighting the problems and limitations in this study, the researcher also offers some recommendation for future research. First, it would be worthwhile, if the future researcher could expand the population size to a bigger size. For instance, this study only focuses on UUM students who are currently active working as the sample size of the research but in future the study can focus on larger workforce resembling larger workforce of Malaysia for the reliability of the research findings. Moreover, the researchers should explore more on the field of study to encounter more new or effective independent variable which will be more prominent with their dependent variable.

#### 5.5 Conclusion

This research shows that there is a relationship between usage of technology, workplace flexibility and top management support on job performance.

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#### APPENDICES

#### APPENDIX A: QUESTIONNAIRE



# ASSESSING SMART WORKING ENVIRONMENT ON JOB PERFORMANCE AMONG UUM POSTGRADUATE STUDENTS

Dear students,

Thank you for agreeing to participate in this research.

The following survey is being conducted for a partial fulfillment for the Masters in Human resource management research paper requirement at University Utara Malaysia. This research paper is attempting to assess the level of smart working environment on job performance.

I would appreciate if you could answer the questions honestly because the information you provide will influence the accuracy and success of this research. It will take less than 15 minutes to answer this questionnaire. Feedback is confidential and will only be used for the purpose of this study.

Thank you for the assistance given and the time taken to answer the questionnaire.

Yours sincerely,

M.Malarvilii

MA. Human Resource Management
School of Business Management (COB)

Yours sincerely,

M.Malarvilii

MA. Human Resource Management

School of Business Management (COB)

# PART A (JOB PERFORMANCE)

1	2	3	4	5
strongly disagree	disagree	neutral	agree	strongly agree

# Using the scale given above, please indicate your level of agreement with regard to these statements.

1	I was able to plan my work to be completed on time.	1	2	3	4	5
2	I worked to achieve the end result of my work.	1	2	3	4	5
3	I had difficulties in setting priorities for my work.	1	2	3	4	5
4	I managed to perform well in work with minimal time and effort.	1	2	3	4	5
5	I needed longer time to complete my work tasks than it intended to be.	1	2	3	4	5
6	When I informed others something, it could be well understood.	1	2	3	4	5
7	I understood others well, when they informed me something.	1	2	3	4	5
8	I took the initiative when there were issues to be solved.	1	2	3	4	5
9	I accepted criticism for my work.	1	2	3	4	5
10	I dared myself for challenging work tasks, if any.	1	2	3	4	5
11	I put some effort on keeping my job knowledge and skills up-to-date.	1	2	3	4	5
12	I have demonstrated flexibility in my work	1	2	3	4	5

13	I have suggested creative solutions for new problems.	1	2	3	4	5
14	I managed to cope with uncertain and unpredictable issues at work.	1	2	3	4	5
15	I could easily adapt to changes in my work.	1	2	3	4	5
16	I told about the negative aspects of my work to my colleagues.	1	2	3	4	5
17	I quarreled with my colleagues, immediate boss and customers in doing my work.	1	2	3	4	5

# PART B (USAGE OF TECHNOLOGY)

1	2	3	4	5
strongly disagree	disagree	neutral	agree	strongly agree

# Using the scale given above, please indicate your level of agreement with regard to these statements.

1	Using new technology in my work improves my performance.	1	2	3	4	5
2	Using new technology in my work improves my productivity.	1	2	3	4	5
3	Using new technology enhances my effectiveness.	/ß	2	3	4	5
4	I rely much on technology for my work.	1	2	3	4	5
5	Upper managers strongly support me to use new technology.	1	2	3	4	5

# PART C (WORKPLACE FLEXIBILITY)

1	1 2		4	5	
strongly disagree	disagree	neutral	agree	strongly agree	

# Using the scale given above, please indicate your level of agreement with regard to these statements.

1	Flexible working arrangements help me balance life commitments.		2	3	4	5
2	Flexible work options do not suit me because they tend to make me	1	2	3	4	5

	feel disconnected from the workplace.					
3	Working shorter hours would negatively impact on my career progress within the organization.	1	2	3	4	5
4	Working more flexible hours is essential for me in order to attend to family responsibilities.	1	2	3	4	5
5	Flexible working arrangements are essential for me to attend to family and social events.	1	2	3	4	5
6	Flexible working arrangements enable me to focus more on the job when I am at the workplace.	1	2	3	4	5

# PART D (TOP MANAGEMENT SUPPORT)

1 2		3	4	5
strongly disagree	disagree	neutral	agree	strongly agree

Using the scale given above, please indicate your level of agreement with regard to these statements.

1	My organization strongly considers my goals.	1	2	3	4	5
2	My organization cares about my opinion.	1 ysi	2	3	4	5
3	My organization really cares about my wellbeing.				4	5
4	My organization strongly considers my values.	1	2	3	4	5
5	Help is available from my organization when I have a problem.	1	2	3	4	5

# PART D (DEMOGRAPHIC)

Please tick the suitable option that be	st describes you.
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1.	Age		
		20- 29 years	30- 39 years
		40- 49 years	

2. Gender

Male	Female
3. Marital Status	
Single	Married
Divorced	
4. Mode	
Part time	Full time

# **APPENDIX B: REGRESSION TABLE**

#### Variables Entered/Removed<sup>a</sup>

Model	Variables	Variables	Method
	Entered	Removed	
1	TMSA, WFA,	UTARA	Enter

- a. Dependent Variable: JPA
- b. All requested variables entered.

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**Model Summary** 

Model	R	R Square	Adjusted R	Std. Error of the
			Square	Estimate
1	.261 <sup>a</sup>	.068	.057	.23651

a. Predictors: (Constant), TMSA, WFA, UOTA

# APPENDIX C: ANOVA TABLE

#### **ANOVA**<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.003	3	.334	5.976	.001 <sup>b</sup>
1	Residual	13.760	246	.056		
	Total	14.763	249			

a. Dependent Variable: JPA

b. Predictors: (Constant), TMSA, WFA, UOTA

# APPENDIX D: COEFFICIENTS TABLE

#### Coefficients<sup>a</sup>

			Coemicients			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	/6	В	Std. Error	Beta		
1	(Constant)	2.740	.328		8.341	.000
	UOTA	.091	.037	.154	2.473	.014
	WFA	.137	.045	.189	3.065	.002
	TMSA	.106	.048	rsiti U 137	2.202	.029

#### a. Dependent Variable: JPA

# APPENDIX E: CORRELATIONS TABLE

#### Correlations

_					
		JPA	UOTA	WFA	TMSA
JPA	Pearson Correlation	1	.124	.178 <sup>**</sup>	.111
	Sig. (2-tailed)		.050	.005	.080
	N	250	250	250	250
UOTA	Pearson Correlation	.124 <sup>*</sup>	1	055	142 <sup>*</sup>
	Sig. (2-tailed)	.050		.390	.025
	N	250	250	250	250
WFA	Pearson Correlation	.178**	055	1	022
	Sig. (2-tailed)	.005	.390		.731
	N	250	250	250	250
TMSA	Pearson Correlation	.132	142 <sup>*</sup>	022	1
	Sig. (2-tailed)	.080	.025	.731	
	N (8)	250	250	250	250

<sup>\*.</sup> Correlation is significant at the 0.05 level (2-tailed).

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<sup>\*\*.</sup> Correlation is significant at the 0.01 level (2-tailed).

# APPENDIX F: DESCRIPTIVE STATISTICS

**Descriptive Statistics** 

2001.011.0011.00					
	N	Minimum	Maximum	Mean	Std. Deviation
JPA	250	3.60	4.70	4.1052	.24350
UOTA	250	3.20	4.80	4.0600	.41158
WFA	250	3.00	5.00	4.1808	.33478
TMSA	250	3.25	4.75	3.9540	.31349
Valid N (listwise)	250				

# APPENDIX G: RELIABILITY STATISTICS

Usage of Technology

Reliability Statistics

Cronbach's	N of Items		
Alpha	12/1		
.723	3		

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Workplace flexibility

**Reliability Statistics** 

=		
Cronbach's	N of Items	
Alpha		
.742	5	

Top Management Support

**Reliability Statistics** 

rtonasmity otationes					
Cronbach's	N of Items				
Alpha					
.705	4				