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**A STUDY OF THE RELATIONSHIP BETWEEN FLEXIBLE WORKING
ARRANGEMENTS, JOB ENVIRONMENT, JOB COMMUNICATION, AND
EMPLOYEE PERFORMANCE**

**BY
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UUM
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in Fulfilment of the Requirement for the Master of Human Resource
Management**



**Pusat Pengajian Pengurusan
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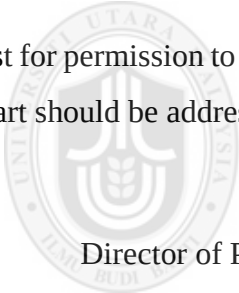
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Abstrak

Perlaksanaan waktu kerja fleksibel, komunikasi di tempat kerja, dan persekitaran pekerjaan adalah salah satu pembolehubah yang ketara yang memberi kesan kepada prestasi pekerja dalam sesebuah organisasi terutamanya semasa tempoh COVID-19. Walau bagaimanapun, kebanyakan kajian sebelum ini tidak pernah memasukkan ketiga-tiga pembolehubah ini dalam kajian yang sama, dan kebanyakan kajian sebelum ini tidak tertumpu kepada hubungan antara pembolehubah berkenaan dengan prestasi pekerja. Tambahan pula, majoriti kajian di kawasan Selangor hanya tertumpu kepada sektor kerajaan dan bukannya sektor swasta terutamanya didalam industri aksesori telefon bimbit. Justeru itu, kajian yang dijalankan ini tertumpu kepada hubungan antara perlaksanaan waktu kerja fleksibel, komunikasi di tempat kerja, persekitaran pekerjaan, dan prestasi pekerja sektor swasta dalam industri aksesori telefon bimbit di Selangor. Kajian ini pada asasnya dijalankan ke atas pekerja sektor swasta di syarikat aksesori telefon bimbit di Selangor.. Teknik persampelan mudah telah dipilih untuk mendapatkan data daripada 201 pekerja swasta dalam syarikat aksesori telefon bimbit di Selangor. Berdasarkan dapatan kajian, prestasi pekerja sektor swasta dalam syarikat runcit rantaian aksesori telefon bimbit di Selangor adalah berada pada tahap tertinggi. Kajian juga mendapati terdapat hubungan positif antara antara perlaksanaan waktu kerja fleksibel, komunikasi di tempat kerja, persekitaran pekerjaan dengan prestasi pekerja. Walau bagaimanapun, kajian mendapati bahawa hanya komunikasi di tempat kerja dan persekitaran pekerjaan mempunyai kesan yang paling besar terhadap prestasi pekerja. Implikasi kajian juga telah diteliti. Disamping itu, batasan kajian juga disenaraikan. Terdapat juga cadangan diberikan kepada organisasi, pekerja, dan pengkaji masa depan untuk pemahaman yang lebih mendalam.

Kata kunci: Perlaksanaan Waktu Kerja Fleksibel, Komunikasi di Tempat Kerja, Persekitaran Pekerjaan, Prestasi Pekerja

Abstract

Flexible working arrangements, job communication, and job environment are some of the prominent variables that impacted employee performance in the organization, especially during the COVID-19 period. However, most of the previous research did not include all three factors in the same study and did not highlight the link amid the variables and the performance of the employees. Furthermore, the majority of previous research in the Selangor area focuses on the governmental sector rather than the private sector, especially in the mobile and accessories retail chain industry. Hence, this study aims to focus on the relationship between flexible working arrangements, job environment, job communication, and employee performance in mobile and accessories retail chain company at Selangor. The study was conducted on private sector employees in mobile and accessories retail chain company at Selangor. The convenient sampling technique was selected to obtain data from 201 private sector employees of mobile and accessories retail chain company at Selangor. Referring to the results of this study, the employees' performance of private sector employees in mobile and accessories retail chain company at Selangor is at the highest level. The study also found a positive relationship among flexible working arrangements, job communication, job environment, and employee performance. However, the study discovered that only job communication and job environment have the greatest impact on employee performance. The study's implications are examined. Finally, when the study was completed, the limitations of the study were determined. There are also recommendations for the organization, employees, and future researchers for a better understanding of the future.

Keywords: Flexible working arrangement, Job Communication, Job Environment, Employee Performance

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List of Abbreviations

FWAs	Flexible Work Arrangements
WLB	Work Life Balance
WFH	Working From Home
RO	Research Objective
RQ	Research Question
IV	Independent Variable
DV	Dependent Variable
ICT	Information and Communication Technologies
GTP	Government Transformation Program
NKRA	National Key Results Areas
SPSS	Statistical Package for Social Science
MCO	Movement Control Order
UNDP	United Nations Development Programme
UUM	Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Basically, the study's context, statement of problem, RO and RQ, significance, the scope and limitations, the meaning of main terms, and the thesis organization.

1.2 Background of the Study

The emergence of technology and globalization have compelled industries in every country worldwide, including Malaysia, to improve their capacity to compete in international markets. Due to various developments in information and communication technologies, industrial activity has experienced several transformations. These transformations, caused by globalization and technological advancements, boost the need for competent employees. As a result, individuals with diverse talents and an understanding of ICT stand crucial. According to Sieng and Azman (2021), the sustainability of an organization be subject to the performance of employees. Basically, inability of establishments to manage high-performing employees will result in increased turnover rates, thereby impacting the organization's overall performance and the national economy (Sieng & Azman, 2021). Zhenjing, Chupradit, Ku, Nassani, and Haffar (2022) stated that employees are valuable resources in any organization as they can drive sustainability and success. Abbasi, Shabbir, Abbas, and Tahir (2021) also referred to the performance as a mix of skill and motivation with adequate resources. Thus, most organizations choose to motivate employees as a fundamental component of their management methods. As stated by Abbasi et al. (2021), an organization can reach previously unachievable levels of output, effectiveness, and performance when it utilizes its human resources to their

greatest capacity. Moreover, Leitão, Correia, Teixeira, and Campos (2022) indicated that employee performance is based on their eagerness and readiness to perform their responsibilities, thus, when employees are happy and motivated to complete their tasks, they are more likely to perform well, resulting in higher productivity.

Based on past research, there are many types of employees who have high performance. Example of high performance employees are employees who do well at work are those who focus on customer needs, communicate well, work well in teams, have technical knowledge, can lead, can adapt, and are creative (Lewis, 2021). In addition to being able to read, write, and count, employees that are performing well should also be able to communicate, use critical thinking, work with others, constantly strive to improve, be computer literate, understand technical systems, and show leadership (Kanu & Otemuyiwa, 2019). Quality employees are people who do their jobs well and excel at them; quality employees also have five traits: motivation, attitude, self-concept, knowledge, and skills (Widiastuti, Wiyarni, & Sudjawoto, 2020).

Nevertheless, there are elements that affect how well employees perform for the company, making them feel appreciated and inspiring them to keep working toward the corporate objectives (Davidescu, Apostu, Paul, & Casuneanu, 2020). Basically, this leads to a rise in work engagement, a lessening in absences and a boost in self-confidence, which leads to less volatility related to the job. Davidescu et al. (2020) found that factors such as flexible working arrangements enhanced employee participation and employee performance. Time flexibility impact greatly on the productivity of work-forces (Davidescu et al., 2020). Therefore, establishments nowadays prioritize flexible working arrangements in order to attract top talent and

boost performance of their employees. Additionally, Mungania, Waiganjo, and Kihoro (2016) found that the availability of work arrangement flexibility has also been linked to higher emotional commitment and reduced turnover tendencies among all employees. Davidescu et al. (2020) concurred, noting that flexibility is a highly valued quality by both employers and prospective employees in the job market. Furthermore, since high employee performance contributes to organizational profitability, organizations that offer flexible work arrangements will have higher profit margins.

Taheri, Miah, and Kamaruzzaman (2020), variables that able to impact performance of individual and one of the primary priorities in organizational operations is the job environment, also known as the work environment. Hafeez, Yingjun, Hafeez S., Mansoor, and Rehman (2019) mentioned that job environment elements that impact employee performance include noise, colour, temperature, workspace layout, and the usage of indoor plants in the organization. Nonetheless, most organizations don't understand how important the work environment is, so it's hard for them to keep productivity going steadily. Thus, these organizations are regarded as fundamentally vulnerable (Taheri et al., 2020). Employees' needs should be prioritized and a secure workplace environment should be provided because of the significant impact employees have on a company's success. Organizations need to give their employees a better place to work so that they don't have to deal with things that make them less productive (Taheri et al., 2020).

Besides that, Hee, Qin, Kowang, Husin, and Ping (2019) initiate another factor that can influence employees' performance, which is job communication, also known as office communication. According to Agustriyana, Saudi, and Sinaga (2021), job communication is communication that takes place in an office and is sent from one

person to another, which might take place either in written form or orally. Agustriyana et al. (2021) also mentioned that the function of job communication is to tell the employees and employer about information that is required, to assess job outcomes, to issue directions, and to acknowledge both high management and other coworkers. Moreover, Hee et al. (2019) stated that a medium used by individuals to engage with one another is communication, thus, if the organization aims for maintaining strong working connections and achieving outstanding levels of performance inside the organization, they have to apply effective communication as an essential mechanism. Employee trust can be built, employee productivity can be increased, and employees can be more cohesive if everyone makes an effort to communicate clearly and effectively with one another. As a consequence, relationships among teams strengthen and decrease employee turnover while increasing the performance of employees in the organization. Organizations with poor communication do not perform as effectively as an organization that communicates well (Hee et al., 2019).

1.3 Problem Statement

Essentially, this study oversees a gap in the existing literature. This study focuses on the link among flexible working arrangements (FWAs), job environment, job communication, and performance of employee. Referring to Johari, Shamsudin, Yean, Yahya, and Adnan (2019), one of the critical factors of Malaysia's goal as a developed nation in 2020 is the well-being of employees in Malaysia. According to Helliwell, Layard, Sachs, De Neve, Akinin, and Wang (2021), Malaysia had a decline relative to other ASEAN countries and fell to 81st place globally in terms of happiness levels as the country was in recovering period that caused by COVID-19. Nevertheless, Malaysia Productivity Corporation (2022) reported a pace of 1.8 percent in 2021, Malaysia's productivity performance has resumed positive growth. Malaysia also

chooses Sweden as a model to identify many methods to enhance the quality of life of its people to be able to achieve nationwide productivity goal since Sweden able to enhance the quality of life by providing the best social welfare system, with a well-developed health-care system and free education (Malaysia Productivity Corporation, 2022). Moreover, the Malaysian government began the second phase of the reformation plan which is known as the Government Transformation Program (GTP) in 2009 to guarantee more efficiency in employee performance, especially among public sector employees (Johari et al., 2019). There are seven National Key Results Areas (NKRA) under GTP, and each NKRA was given defined aims and quantifiable results in order to allow performance evaluation at multiple levels. Nevertheless, the performance of Malaysia's employees especially for public and private sector organizations as a whole remained subpar despite the reformation by the government. According to the IMD World Competitiveness Report (2022), competitiveness ranking of Malaysia worldwide saw a drop from the 25th to the 32nd position in 2022. Hence, this shows the employee performance throughout the private and governmental sectors in Malaysia should be addressed at several levels.

In perspective of telecommunication industry, telecommunication company such mobile and accessories retail chain company must drive productivity through their employees' job performance in order to establish sustainability in the market as there are various telecommunications service providers in Malaysia (Iridianathan, Wider, Abdullah, Sam, Vasudevan, & Daud, 2022). As technology has made it possible for all duties to be completed, which has an impact on flexible working employees, particularly for those who work remotely, and as Malaysia is afflicted by COVID-19 as is the rest of the world, it has played a crucial role in the COVID-19 pandemic. The majority of remote workers rely on technology, according to Song,

Wang, Li, Yang, and Li (2020), who noted that in order to preserve their mental health and cultivate positive work attitudes, remote workers always require aid from their employers.

According to Song et al. (2020), telecommunication industry employees who had their pay cut as a result of the COVID-19 epidemic or who were worried about losing their jobs reportedly performed worse on the job. Thus, Uddin, Uddin Md, Paul, Khan, and Ali (2019) noted that communication between employers and employees is crucial for preserving employee satisfaction and informational awareness, particularly for businesses in the telecommunications sector. Employee performance is boosted when employers communicate with people, listen to and understand their opinions and requirements, and promptly offer support (Tang, Lee, Huang, Rahman, & Wu, 2021).

There are many variables that lead to the decrease in Malaysian performance in the industry especially telecommunication industry especially mobile and accessories retail chain company. As the performance of an employee in private sectors mainly contributes to Malaysia's performance as a whole, thus, this study will focus on variables that influence the performance of these mobile and accessories retail chain company as an individual. Based on the literature, flexible working arrangements (FWAs) are one of the prominent variables that influence employee performance inside the company. The rise of digitization and the COVID -19 pandemic have elevated flexibility to the status of a critical organizational attribute. Since 1998, Malaysia has practised aspects of flexibility (Ahmad, 2016). Nonetheless, a study by TalentCorp in 2016 revealed that only 10% of the 130 listed organizations polled in Malaysia intended to employ flexible work arrangements as compared to other developing nations (Ahmad, 2016). However, there are changes in the Malaysian

work landscape following COVID-19, where organizations must implement flexible work arrangements (FWAs) in order to sustain during the Movement Control Order (MCO) period. Regardless of those periods have passed, employees in Malaysia still demand flexibility and are more comfortable working with companies that provide flexibility in their work arrangements. Hence, the latest survey conducted by TalentCorp and UNDP (2021) found that more than 60% of respondents said that remote work had enhanced their quality of life, women, in particular, thought their quality of life had improved since working remotely allowed them to better balance work and family obligations.

A survey conducted by Ernst & Young (2021) found that 48% of employees would prefer flexibility in their work schedule, while 47% would prefer flexibility in their job location. After the pandemic, employees would prefer to work remotely between two and three days on average, and more than a third of respondents (36%) desire a shorter workweek overall. The majority 63% of employees feel that their production can be quantified precisely regardless of location. 72% of respondents believe that this arrangement would hinder their access to professional prospects. Nevertheless, Ernst & Young (2021) found that the majority of employee respondents (75%) are content with their existing positions, and almost all (89%) want to remain in their current positions for the next 12 months even their evident desire to switch employment for more flexible working arrangements. Hence, various organizations in Malaysia are considering transitioning to a hybrid work culture, which enables employees to work both in the office and remotely (TalentCorp & UNDP, 2021).

In contrast, the job environment is also found to have an influence on employees' performance. There are many perspectives on job environment, but this

study more to job environment in term of physical environment in the workplace. According to Law Insider (2023), job environment referred to a performance or job setting free from any source of injury, disease, or discomfort owing to or related to employment. Hafeez et al. (2019), Sinnappan (2017) stated that the right job environment or work environments such as noise, color, temperature, workspace layout, and the usage of indoor plants in the organization can influence employees as it is able to make employees feel comfortable, which would enable them to work effectively. However, the majority of Malaysian organizations continue to underestimate the significance of the workplace environment. Sinnappan (2017) said that a person's immediate surroundings, which are managed for their survival or benefit, are their environment. Thus, a workplace must provide the employee with the settings necessary to do a certain job. Sinnappan (2017) then explains that there are two sorts of working environments, which are the physical environment, which is related to the employee's interactions to their workplace setting, and the behavioral environment, which is concerned with the link between persons employed at the same workplace as well as the effect of the employee's job setting on their behaviour.

According to a survey conducted by Savills Malaysia, “What Workers Want,” Malaysians cherish their own space, and those who dislike sharing desks place a greater emphasis on comfort characteristics such as colour, lighting setting, the volume of noise, scent, humidity, safety, neatness, and ventilation than somebody who is not hesitant to share (Najihah, 2021). Thus, these comfort elements are crucial for organizations in Malaysia that want to provide an agile work environment. Besides, a survey by Savills Malaysia also found that physical offices seem to have a bigger effect on the both body and psychological well-being of Malaysians. 62 per cent and 57 per cent of those surveyed, respectively, gave the physical and emotional effects a score

of seven or higher (Najihah, 2021). This happens because Malaysian workplaces are quite sociable, with many employees having close friends inside the organization, which contributes to the positive effect of workplaces on both body and psychological well-being of Malaysian employees and may enhance their work happiness, inspiration, and efficiency. Nonetheless, 30 per cent of respondents stated that working from home caused mental and physical exhaustion, and approximately 45 percent reported feeling socially alone. The symptoms included despair, anxiety, and a decline in physical fitness. This survey showed that organization in Malaysia need to provide of proper office facilities and programs to accommodate their employee's physical and mental well-being. According to Najihah (2021), job environment is also an indicator of the capacity of an organization to provide their employees with facilities and infrastructures because only healthy employees can attain desired goals, thus, a positive work environment is likely to lead to increased employee performance. Hereby, it is critical to have a good working environment for the purpose to boost productivity among employees.

Additionally, it has been discovered that another determinant of performance among employees is job communication. According to Mohamad Darus and Saahar (2022), effectual communication necessitates communication experts who can manage both internal and external information sharing. This indicates that managers and workers have to interact efficiently in order for employees to comprehend whatever is anticipated from them. Additionally, Mohamad Darus and Saahar (2022) pointed out management must provide each employee with a detailed work specification and ensure that they are given timely availability of the materials they require to execute each task in order for employees to improve performance. In the context of Malaysia, there are no prominent issues with job communication in the organization, but, after

the strikes of COVID-19 in Malaysia, there are issues with the communication in organization because most of businesses forces to work remotely due to MCO. According to Coombs (2020), the pandemic has raised new challenges for Malaysian entities, particularly the government sector, have encountered crisis interaction and leadership initiatives due to the special crisis demands. Coombs (2020) stated that employers or management in Malaysia organization demonstrates a lack of faith in their employees as they tend to believe that employees who work remotely often lounge about to take frequent pauses, leading in extended pauses and fewer productive time if pauses and work are unsupervised. On the other hand, one is constantly reminded to keep in course and operate effectively and proficiently at workplace, which is challenging with remote work. The finding by Coombs (2020) showed that the organization does not offer an opportunity, and in fact, there is an absence of shared comprehension and interaction in applying work from home (WFH) new standards as pandemic mitigation. Basically, communication requires not just communicating messages to people, but management should also listen to their employees in order to understand their needs throughout the difficult period.

Nevertheless, only minimal empirical studies have been carried out specifically about the relationship between flexible working arrangements, job environment, job communication, and employee performance. The majority of previous studies did not include all three variables in the same study, and the majority of them did not focus on the link among variables and performance of employees. Furthermore, the majority of the research is not focused on private sector and only focuses on the government sector. Therefore, to fill in the gaps of past research, this current study highlights the relationship among flexible working arrangements, job environment, job

communication, and employee performance in the private sector employees in mobile and accessories retail chain company at Selangor.

1.4 Research Questions

The study essentially has three main research questions. The following below is the Research Question (RQ):

- What is the level of flexible working arrangements, job environment, job communication, and employee performance?
- Is there a relationship between flexible working arrangements, job environment, job communication, and employee performance?
- Which factors (flexible working arrangements, job environment, job communication) influence employees' performance the most?

1.5 Research Objectives

The study essentially has three main research objectives. The following below is the Research Objectives (RO):

- To identify the level of flexible working arrangements, job environment, job communication, and employee performance.
- To determine the relationship between flexible working arrangements, job environment, job communication, and employee performance.
- To examine which factors (flexible working arrangements, job environment, job communication) influence employees' performance the most.

1.6 Significance of the Study

Current study significance is divided into two categories: theoretical and practical. From the practical perspectives, this research will be revealed about the flexible work arrangements (FWAs), job environment, and job communication in Malaysia. As most of organization still struggling to sustain in the market, this research will raise their awareness about the importance of these three variables in order to boost their employees' performance, especially for private sector. This is critical because the employees contribute to the company's performance, and the company's performance advantages the Malaysian economy. Indirectly, the outcome of the improvement will increase the Malaysia competitiveness ranking worldwide in future. Apparently, not only employer, the employee also will get benefit from this research as they will know their right in workplace in terms of flexibility. Flexibility is not a new concept in the private sector; many multinational corporations practiced it long before COVID-19 hit Malaysia. Nevertheless, there are still private companies still not promote flexibility to their employees. Thus, these employees do not have an option to choose what best for them to do their work. Through this research, these employees have the knowledge about flexibility and can make the decision what the best working condition that suit them the best which able to enhance their productivity.

From a theoretical perspective of theoretical, the finding of this study could strengthen the empirical strands of evidence on the connection among flexible working arrangements, job environment, job communication, and employee performance. As most of the existing literature is not focused on the perspective of the private sector employees in mobile and accessories retail chain company at Selangor, this research is able to contribute in terms of that matter and will contribute to future research improvements. Moreover, by selecting this topic, the researcher is able to gain more

input and information regarding flexible working arrangements, job environment, job communication, and employee performance. The information gathered might also contribute to improve employee performance in the mobile and accessories retail chain company at Selangor. Furthermore, this study's finding can help future researchers in their search for flexible working arrangements, job environment, job communication, and employee performance, thereby filling a gap in current research.

1.7 Scope of the Study

This study is conducted to examine the relationship between flexible working arrangements, job environment, job communication, and employee performance among private sector employees in mobile and accessories retail chain company at Selangor. The dependent variable of this study is employee performance. The independent variables in this study are flexible working arrangements (FWAs), job environment, and job communication. This study will be quantitative research using the survey method. Data will be collected using a questionnaire. This study also used non-probability sampling, which is convenience sampling. Non-probability sampling refers to research samples that cannot be generalized confidently from the general population. Convenience sampling, also called "availability sampling," is used to get data from people in the population who are available to take part. The target population for this study are 420 people, and questionnaires will be distributed to private sector employees in mobile and accessories retail chain company at Selangor.

1.8 Definition of Key Terms

1.8.1 Flexible Working Arrangements (FWAs)

Flexible working arrangements (FWAs) define as whether official or unstructured rules and practices that permit employees to change when and where they work, allowing work to be completed outside of the geographical and temporal constraints of a regular working day (Che Shaari & Amirul, 2020).

1.8.2 Job Environment

There are many perspectives on job environment, but this study more to job environment in term of physical environment in the workplace. According to Law Insider (2023), job environment referred to a performance or job setting free from any source of injury, disease, or discomfort owing to or related to employment. Job environment, also known as work environment, refers to factors that affect employee performance, such disturbances, shade, humidity, workspace design, and the presence of indoor plants in the workplace (Hafeez et al., 2019).

1.8.3 Job Communication

Job communication or work communication is defined as communication that takes place in an office and is sent from one person to another, which might take place either in written form or orally (Agustriyana et al., 2021).

1.8.4 Employee Performance

Employee performance defines as each employee's success in complying with the organization's policies, standards, and expectations. Employee performance is also determined by the employees' skill, effort, and perception of the job (Hee et al., 2019).

1.9 The Organization of the Study

This study is organized into five parts. Following this introductory chapter, which is chapter one, chapter two delves deeper into previous research findings regarding the relationship between the independent variables (FWAs, job environment, job communication) and the dependent variable (employee performance).

On the other hand, chapter three discusses how the study was designed, how the samples were made, the tools used in the study, how the info were acquired, and the manner in which the info were analyzed.

Then, the fourth chapter looks at how the study's objectives and questions turned out, as well as how the analysis from the Statistical Package for Social Science (SPSS) was interpreted.

Finally, chapter five summarizes the study's discussion, suggestions, and conclusion. Chapter Five also highlights the study's gaps and future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section describes the review of literature of the variables of this study. Recent articles and academic publications were used to gather the literature. Moreover, the development of hypothesis and conceptual framework also included.

2.2 Definition and Conceptualization of Variables of Study

2.2.1 Employee Performance

Performance is defined as the steps performed to achieve an objective of the firm (Robert & David, 2020). Basically, performance refers to the activity of verifying that all processes within a firm are in position to enhance a person, team, and whole production. Another meaning of performance is the acts of the workforce (Asbari, Hidayat, & Purwanto, 2021). Whilst, Al-kharabsheh, Attiany, Alshawabkeh, Hamadneh, and Alshurideh (2023) referred employee performance as the extent of a particular employee's level of output fulfil the organization's expectations. There are various reasons that should consider in order ascertaining an employee's effectiveness in a certain firm. Job elements such as role-stress, workplace, and non-workplace related disputes influence performance (Babin & Boles, 1998; Reb, Chaturvedi, Narayanan, & Kudesia, 2018). Kawiana, Dewi, Martini, and Suardana (2018) identify amount, value, precision, punctuality, teamwork, and devotion as determinants of performance of worker. According to Nasution, Mariatin, and Zahreni (2018), employee performance is evaluated in relation to a standard. Very similarly, Diamantidis and Chatzoglou (2019) defined employee performance as an individual's

actual conduct in his job performance in accordance with his function in a firm. Juliati (2021) cited the aforementioned two scholars in defining employee performance as the degree to which an employee in a given firm fulfills his or her duties in conformity thru the values established through the employer. According to Kareem & Hussein, (2019), performance is the documented history of results from a given effort over a certain time frame. As defined by Wahyudi (2018), worker's performance is defined as their capability to carry out their responsibilities as a worker in a manner that can be measured and evaluated. Quality refers to how someone is disciplined, on time, and prone to making numerous errors, while quantity refers to how far down the path to success they have progressed. In this context, "working time" refers to a person's attendance, tardiness, and tenure over the course of a year.

2.2.2 Flexible Working Arrangements (FWAs)

The trend toward flexible working, in which employees may choose their own hours and location, has grown rapidly in recent years in almost all developed nations (Chung & Van Der Lippe, 2020). Cheng, Sun, Zhong, and Li (2023) believed that flexible working arrangements might provide a broad spectrum of practical effects, such as increasing workforce emotional commitment and fulfillment in their jobs while lowering their desire to leave organizations. In addition, there is a growing need for employment flexibility, particularly among the younger generations. In flexible work programs, workers may set their own hours. The most common of these arrangements, known as flextime, allows workers greater leeway in when they start and stop their shifts, provided they clock in for a minimum number of hours. According to recent studies, the vast majority of millennial want remote working and flextime options (Finn & Donovan, 2013; Deloitte 2018).

Many occupations may eventually adopt a more flexible work schedule as the rule rather than the exception. Because of the positive effects that FWAs have on both the long-term viability of businesses and the satisfaction of its workers, many companies, particularly in the developed world, have adopted policies that allow for more flexible scheduling and work hours (Nouiri, Bekrar, Jemai, & Niar, 2018). Work life balance (WLB) allows workers to have more flexibility in their schedules, which could assist them in efficiently managing their work and personal life (Choudhury, Foroughi, and Larson, 2021). Today, the term "work-life balance" is used to describe practices like flexible work schedules that help individuals juggle their professional and personal commitments (Wang, Liu, Qian & Parker, 2021). According to Kossek and Lautsch (2021), the modern concept of "work-life balance" refers to programs like flexible work arrangements (FWAs), which provide workers more freedom to meet their professional and personal commitments. Other than that, the term "flexible working arrangements" (FWAs) refers to workplace policies that provide workers more freedom in terms of when and where they get their jobs done (Katz & Krueger, 2019). They also mentioned that flexible work arrangements (FWAs) include things like working from home (WFH), flextime, job sharing, reduced workweeks, telecommuting, and task sharing.

2.2.3 Job Environment

There are many perspectives on job environment, but this study more to job environment in term of physical environment in the workplace. According to Law Insider (2023), job environment referred to a performance or job setting free from any source of injury, disease, or discomfort owing to or related to employment. According to Badrianto and Ekhsan (2020), job environment is everything an employee encounters while on the clock is considered part of worker's work environment since

it might have some effect on how well he performs their job tasks. Employees' productivity, creativity, willingness to work together, regularity in the workplace, and even their willingness to remain in their current positions are all profoundly impacted by their work environments (Taheri et al., 2020). Basically, the work atmosphere is crucial aspect in running a business. However, many firms overlook the significance of the office setting, which causes them great difficulty in maintaining a stable rate of growth in output (Ramli, 2019). This kind of organization is seen as being fundamentally flawed on the inside. Since workers are the key to a successful business, it is critical to offer them an appropriate job setting for them to do their duties (Priarso, Diatmono, & Mariam, 2019). Superior conditions in the environment guarantee flawless execution.

As stated by Kim, Shin, Kim, Jun, and Wreen (2023), the location of the job is one of vital component of the job environment since aligning the place of a job with the individual's preferences and principles increases satisfaction in their job. Whilst, Bangwal and Tiwari (2019) mentioned more on the workplace setting itself rather than job location. Bangwal and Tiwari (2019) believed that for workers to avoid distractions that cut into their productivity, companies need to provide a better working environment by empowers the personnel to work on their maximum capacity. The workplace environment, or the conglomeration of circumstances that comprise the business climate, is an essential component to take into account while selecting a place of employment or striving to maximize efficiency (Reed, Vella, Challies, Vente, Frewer, Hohenwallner-Ries, Huber, Neumann, Oughton, Ceno, & Delden, 2017). However, although a cheery workplace might do wonders for your spirits, a gloomy one can do quite the opposite. One definition of a good workplace is one that fosters the well-being, development, and success of its workers (Petriglieri, Ashford, &

Wrzesniewski, 2019). They also mentioned that workplaces like this are ideal because they inspire workers to give their all, which firms should establish productive workplaces by highlighting corporate culture, fostering employee growth, and creating a safe and friendly environment. Research by Kim et al. (2023) also supported this matter by stating supervision is one of key parts in job environment inside an organization, particularly in terms of fitted dyadic interactions between a manager and an employee. For instance, complementary traits, principles, and objectives among managers and employees are regarded as key variables in developing a healthy manager and employee relationship. As both parties have a good relationship, employees' growth is enabled to improve, and employees are more motivated to elevate their performance.

2.2.4 Job Communication

The term "communication" refers to the exchange of thoughts, emotions, and other forms of content between people (Mehra & Nickerson, 2019). Communication with workers and customers is critical to every business survival, and there are several channels via which this may be accomplished (LaGree, Houston, Duffy, & Shin, 2021). According to Park, Kim, and Lee (2020), the most crucial aspect of communication is not the means of transmission or the medium used, but rather the reception and comprehension of the message (Riyanto, Endri, & Herlisha, 2021). Basically, good communication is the key to a happy and healthy relationship between two people. According to Fiske (2012): Jehanzeb and Mohanty (2018), communication has been one of human behaviors that everyone acknowledges but nobody can adequately describe. Additionally, the sharing of information and ideas among employees of the same firm is referred to as communication in workplace via spoken and nonverbal means (Jannah, Barlian, & Sulistyan, 2020). As a necessary part

of every organization, communication must always take place. Researchers have looked at a variety of angles to try to pin down the roles and significance of communication in businesses. However, as mentioned by Kakkar Kuril, Singh, Saha, and Dugar (2022), the misunderstanding and frustration are possible outcomes of communication difficulties appearing at any time throughout the conversation. The aim as a communicator should be to reduce the frequency with which these obstacles appear at each level of this process by the use of messages that are clear, succinct, accurate, and well prepared (Yeh, Chang, Feng, Sclerosis, & Yang, 2020). In order to succeed as an entrepreneur, communication skills are crucial since they are at the core of every transaction. According to Qiao, Wang, Yang, Fan, and Lan (2018), the strength of a firm's interpersonal ties largely determines its achievement or failure. They also mentioned that customers and workers alike will appreciate your ability to relay information, which will go a long way toward earning their confidence.

2.3 The Relationship between Employee Performance and Flexible Working Arrangements (FWAs).

The area of industrial and firm psychology emphasizes work performance, which is defined as the amount to which an employee's comparative advantages to the attainment of the firm's goals and can be quantified (Davidescu et al., 2020). Personal qualities such as abilities and experiences, results, the workplace setting, and formal education all have a role in how well an employee performs their duties by implementing flexible working arrangements (FWAs). As mentioned by Messenger (2018), the broad individual variables of job performances include flexible working hour, practical skills and abilities as well as drive. Waldman and Spangler's work, in which they developed a unified model of job performance driven by personal characteristics, outcomes, and the surrounding organization, is important to their goals

(Lehdonvirta, 2018). For example, employees in Romania are more likely to go above and beyond because they feel valued and able to work in their flexible time, which in turn motivates them to work toward the company's goals (Cooke, Cooper, Bartram, Wang, & Mei, 2019). This, in turn, upsurges employee engagement, decreases absenteeism, and makes workers more secure in their positions. Furthermore, job performance is also influenced by variables such as self-determination, job ability, authority, responsibility, and independence at work, workplace convenience, improvement opportunities, incentive schemes, career learning, job likeability, compensation, efficient communication among management and staff, early job scheduling, a sense of recognition, and an appealing wage (Sabuhari, Sudiro, Irawanto, & Rahayu, 2020).

According to the principle of "work adjustment," when workers are given more leeway in how they do their tasks, they become more invested in what they are doing and produce better results (Papa, Dezi, Gregori, Mueller, & Miglietta, 2018). In the same way as Bal and DeLane (2006); Obrenovic, Jianguo, Khudaykulov, and Khan (2020) showed worker involvement moderated the relationship between job fulfilment and work freedom, and workers who had greater discretion over when employees work produced more per hour. As mentioned by Paais and Pattiruhu, (2020) that the investments in human capital have been shown to boost not just labour productivity but also employee job security, marketability, adaptation to changing global labour circumstances, and overall work performance. Based on the study by Vyas and Butakhieo (2021), the ability to adjust work hours and schedules is becoming more important as businesses strive to attract and retain top talent and boost employee output. They also mentioned that the job seekers and companies alike place a premium on candidates who can adapt to changing work circumstances. Basically, there is no

empirical evidence that shows contrast relationship between employee performance and Flexible Working Arrangements (FWAs). Consequently, all the shreds of evidence indicate that Flexible Working Arrangements (FWAs) has an important role in employee's performance. Thus, it is hypothesized that:

H1: There is a relationship between employee performance and flexible working arrangements (FWAs)

2.4 The Relationship between Employee Performance and Job Environment

Carnevale and Hatak (2020) identified the physical, social, and mental aspects of the workplace as the three main factors that contributed to an optimal working environment. Workplace effectiveness achieved by a caring company for its employees. The company would create a relaxing workplace for its workers so that they could give their whole attention to their job (Saidi, Michael, Sumilan, Lim, Jonathan, Hamidi, & Ahmad, 2019). Labour productivity may be influenced by the physical work atmosphere, which encompasses lighting, humidity, sound, office design, and clean air (Kim, Kim Woo, Choi, & Phetvaroon, 2019). Workers' health may suffer as a result of all of these disruptions, which in turn may reduce productivity. According to Haynes (2008); Buil, Martínez, and Matute (2019), the physical working environment was a quantifiable determinant that ascertained workers' ability to relate with their duties, as well as the value of the physical environment was regarded consequential on how workers acted, conducted their roles, and their psychological, physical, and emotional states. Rajapathirana and Hui (2018) explained that the most important aspects in constructing a firm's working atmosphere include physical, biological, and chemical dangers in the workplace, communications systems, work schedules, employee engagement, and work tempo. Brooks and Oikonomou (2018)

explained that programs, rules, and practices that workers begin to schedule their own work hours and modify the duration of their work day or week to better suit their needs are collectively referred to as "working hours." Research by Singh, Giudice, Chierici, and Graziano (2020) found that when the temperature in an office is just right, workers are more motivated to provide their very best.

According to previous studies, the physical working environment helped to determine workers' ability to connect with their job responsibilities and influenced their behaviour (Berberoglu, 2018). As mentioned by Çetin and Aşkun (2019), a better working atmosphere is a direct result of the thoughtful design and decoration of the office space. In addition to lowering absenteeism and increasing productivity, research found that a pleasant workplace atmosphere also improved employee morale. Therefore, the business needed to upgrade the physical conditions of the workplace in order to keep its star performers. Consequently, the company required to upgrade the working conditions there in accordance with the specifics of the activities being performed (Al-Musadieq, Raharjo, Solimun, & Fernandes, 2018). Co-worker interactions and the support of peers will drive employees to execute duties that are not in their job description and to feel at ease inside the business. Oswald (2012); García, Gonzales-Miranda, Gallo, and Roman-Calderon (2019) stated that supervisor assistance was essential for workers to complete their assignments. The employee's supervisor assistance was a competent and experienced someone who would help them perform better in their present function and grow further for future positions (Eliyana & Ma'arif, 2019). A knowledgeable and competent supervisor assist worker in fulfilling their job duties and in creating more successful roles. Therefore, it can assume that there is relationship between employee performance and job environment. Hence, the following hypothesis is raised:

H2: There is a relationship between employee performance and job environment

2.5 The Relationship between Employee Performance and Job Communication

A company's human resources are among its most valuable assets. This is due to the fact that all objectives, procedures, system enhancements, and system ideas are carried out by people (Agustriyana et al., 2021). The employee performance is a major component and impact in every company. Diamantidis and Chatzoglou (2019) mentioned that communication between workers is crucial to the success of any business or organization, and it is via this medium that collaboration among staff members may be established. Communication will aid in conveying and receiving the intended meaning of what is conveyed (Marlow, Lacerenza, Paoletti, Burke, & Salas, 2018). But not all exchanges are successful; misunderstandings are termed miscommunications when they occur. Mistakes in communication often result from egocentric attitudes, a lack of trust in another person, and a failure to be transparent with one another (Yu, Cao, Liu, & Wang, 2018). A failure to effectively communicate inside the workplace may stymie the achievement of organizational objectives (Schwarz Müller, Brosi, Duman, & Welpe, 2018). Hence, this show good teamwork is required for effective workplace communication to avoid misunderstandings and divergent viewpoints among employees which enhance the employee performance. Conflict will develop if there are frequent instances of miscommunication in the workplace (Sendawula, Kimuli, Bananuka, Muganga, & Wanasika, 2018). As a result of the conflict, the organization's aims will not be met as effectively as they may be. Therefore, many businesses have adapted by using IT to communicate, using voice

messaging, social media, and other means, as the Covid-19 epidemic enters its second year in March 2020 (Alawamleh, Al-Twait, & Al-Saht, 2022).

Alawamleh et al. (2022) also mentioned that this is done because distribution by physical distancing techniques is given high priority in existing government legislation, making it necessary for all office sectors, organizations, and corporations to restrict their operations by lowering the number of employees in a single location. Therefore, all firms, no matter how similar they may seem on the surface, have a wide range of internal communication channels. Unlike in a normal office setting, when miscommunication is not uncommon, employee will need to use an intermediate device or communication network if they want to keep in touch with co-workers and other important people during a pandemic (Ahmed, Hassan, Ayub, & Klimoski, 2018). For example, one of the most effective methods of getting people to work together and accept change is via open lines of communication in order to achieve an amazing performance in workplace (Nisar, Prabhakar, & Strakova, 2019). Initially, the evidence from previous researchers has indicated that there is a relationship between employee performance and job communication. Hence hypothesis 3 is:

H3: There is relationship between employee performance and job communication

2.6 The Hypotheses Development

Based on the previous study, the following hypotheses were identified:

H₁: There is a relationship between employee performance and Flexible Working Arrangements (FWAs).

H₂: There is a relationship between employee performance and job environment.

H₃: There is relationship between employee performance and job communication.

2.7 Underpinning Theory

2.7.1 The Flexible Firm Theory

According to Bruurmijn (2017), the flexible firm theory is established by Atkinson (1984). Basically, this theory provides a comprehensive summary of the many types of flexible employment that might take place in the workplace. As a result of these many sorts of flexible employment, a flexible firm was formed. There are three types of flexibility in this theory which are numerical flexibility, functional flexibility, and financial flexibility. The flexible company combines functional, numerical, and financial flexibility through collaborating with a diverse workforce comprised of core and peripheral employees, and also external workers that not part of the firm but provide basic or necessary functions as others in the company.

Basically, the core-periphery part in the flexible firm model (see Figure 2.1) can be used to design flexible staff allocation. Atkinson uses this approach to provide a segmentation of permanent and flexible staff in a business. The core-periphery part can be distinguishing in three levels. The organization employs a core of regular employees as well as a layer of flexible employees. External employees make up the outer layer such as self-employed or temporary workers, while, the flexible shell is formed by both outer layers. This approach defines the core group as personnel with whom the organization has continuing obligations, anticipate contracts with lengthy terms. Thus, these giving the core group the ability to advance inside the organization.

These workers have a fixed employment and can depend only on supplementary jobs circumstances that provide them with a reasonable level of job

stability. The firm must provide these workers with training programmes so that they may continue to achieve the company's goals. This group is most adapted to multi-use, and hence functionally versatile. Firms employ the initial layer of their own flex workers, who are less extensively utilized than permanent core employees due to their unique jobs. Thus, turnover rate is higher among these employees than among those in the core. The third tier consists of external flex employees who are not anticipated to stay with the company for a lengthy amount of duration. Firms are less inclined to spend money in these workers as a consequence. Consequently, when the firm invests in the core group, this group are highly trained and are connected to the company with favourable working circumstances. Whilst, temporary workers, will only be hired when it is necessary which leaving them less capable of developing themselves, at least through occupational training.

Bruurmijn (2017) stated there are empirical critiques of the core-periphery part, which discovered that in the hospitality business, workers in the flexible margin do the same tasks as those in the core group. Pollert (1988) also discovered that hiring temporary employees is more frequent in circumstances where labour demand is more consistent. Using this logic, Pollert (1988) concluded that acquiring ad hoc flexibility when demand is unexpected is the best strategy. Therefore, normal workers cannot be replaced by temporary workers. While Atkinson envisioned the flexible shell as a temporary and numerical increase of hands during peak periods and specialization in a new project, it is frequently seen that persons in the flexible shell accomplish the same tasks as permanent workers, if not better. Based on Bruurmijn (2017), it is unclear if the flexible company model recognizes both the core and flexible margin as a separate job category. Nevertheless, the Atkinson model is frequently visible when examining an institutional framework.

In the perspective of modern era, Zhao (2020) stated that Atkinson's Flexible Firm Model, developed in 1984, still continues to have vital leading and applicability in the twenty-first century. Companies must be resilient in order to survive and grow in today's competitive economy (Denyer, 2017). Flexibility is a significant aspect in preserving organizational resilience. Firms may utilize this strategy relatively freely to sustain competitiveness in an open labour market.

Even though this theory has more contribution in term of flexible working arrangement, it also have contribution in terms of job communication and job environment. In the perspective of job communication, Market Business News (2019) stated the theory can influence how employees, human resources, and management at the organization communicate in order to carry out their operational strategy. Since this flexible firm approach typically involves a collaboration between a company's leaders and human resources division, communication throughout the process is essential to the success of their intended actions.

In the perspective of job environment, Businessballs (2023) stated this theory will contribute in term of the awareness of companies about the environment needed by the employees to execute their job. Businessballs (2023) mentioned that flexibility in work referring to organizational flexibility, which also includes implementing new technology to enable a more flexible production procedure. These tools and organizational structures enable workers to adjust their labour composition while responding swiftly to market developments. Therefore, in order to adapt to these developments, companies will pay closer attention to the manner in which they can offer their employees, especially those who work remotely with good tools, facilities, and conditions.

Thus, when this theory adapted in this study conceptual framework, it enables to show how the it can contribute to flexible working arrangement (FWAs), job communication, and job environment which influence the employee performance, especially for those who working in private sector. The following below is the flexible firm model:

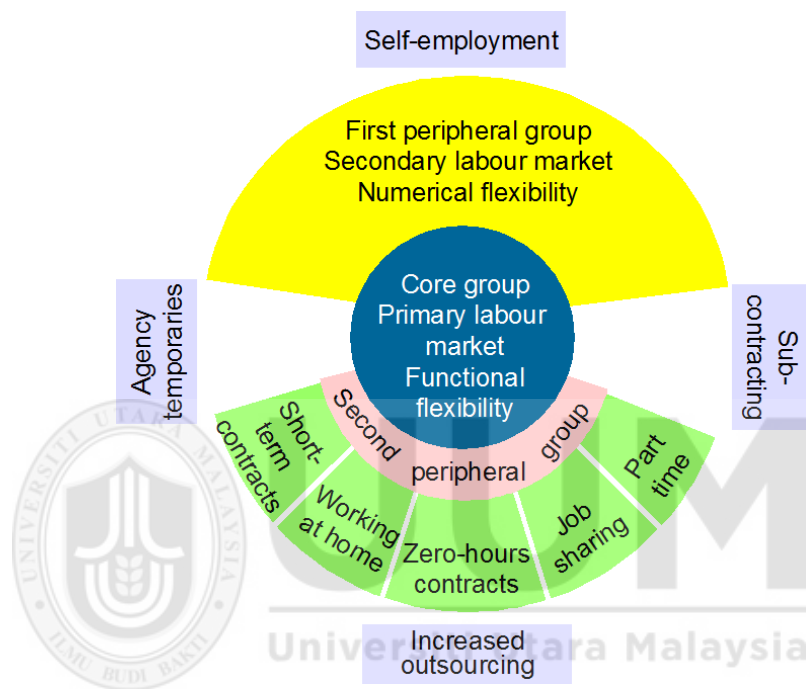


Figure 2.1
The Flexible Firm Model by Atkinson (1984)
 Source: Bruurmijn (2017)

2.8 Conceptual Framework

The conceptual framework of this study is the framework which shows the connection and relationship between both variables, which are independent and dependent variable in forming a direction of the research conducted. Figure 2.2 illustrates the conceptual framework which was developed to achieve the objectives of the study. The conceptual framework is built based on the literature review, where there are three independent variables tested on the employee performance. The independent variables for this study are flexible work arrangements (FWAs), job environment, and job communication. The dependent variable is employee performance.

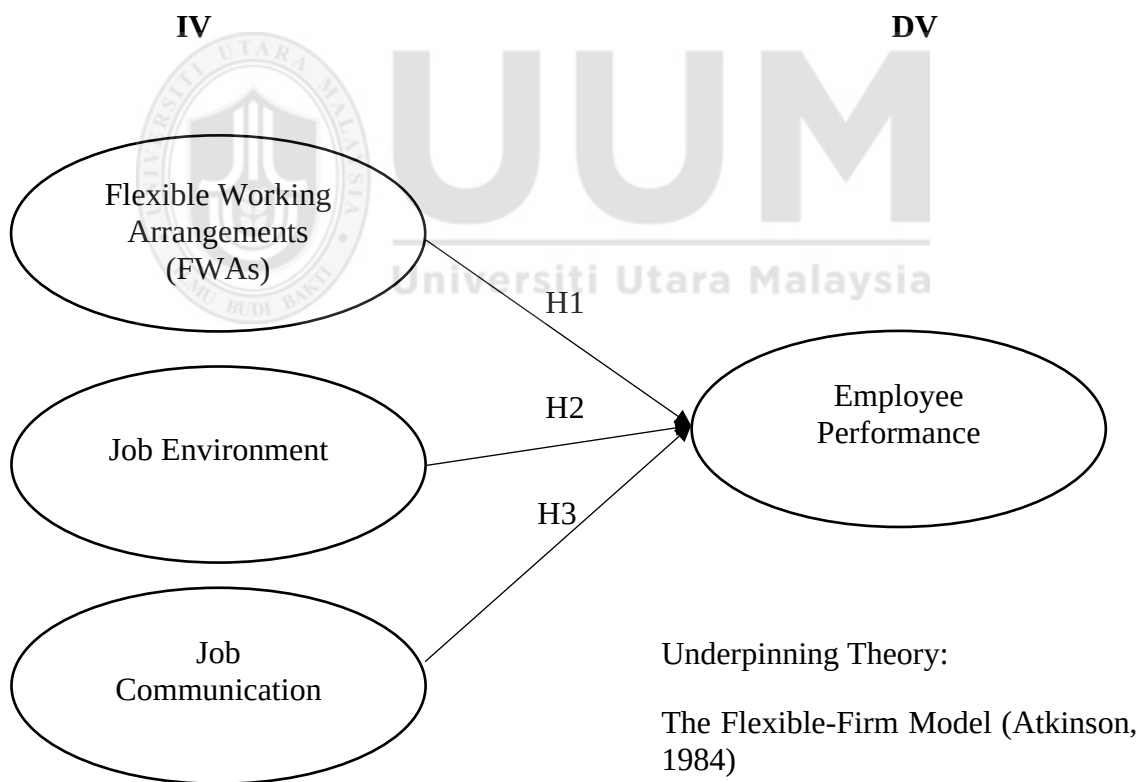


Figure 2.2
Conceptual Framework of the Study

2.9 Summary of the Chapter

To summarize, this chapter examines previous studies on the connection between flexible working arrangements (FWAs), job environment, job communication, and employee performance. This study's hypotheses are also being established. Furthermore, this chapter presents the research on the link between these factors. This chapter is then followed by Chapter 3, which discusses the study methods and research design.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Generally, the methods undertaken in this study are described in Chapter 3. This chapter went through the design of the study, population, sampling technique, unit of analysis, instrument of study, strategy of the collection of data, and data analysis technique in detail.

3.2 Research Design

The research looked at the association between flexible working arrangements, job environment, job communication, and employee performance using a quantitative method based on a correlation study design. Correlation study are undertaken to determine the significant factors linked to the variables of focus (Sekaran & Bougie, 2016). Three research aims were established and evaluated. Research objective 1 was to identify the level of flexible working arrangements, job environment, job communication, and employee performance. Research objective 2 was to determine the relationship between flexible working arrangements, job environment, job communication, and employee performance. Other than that, research objective 3 was to examine the relationship between flexible working arrangements, job environment, job communication, and employee performance.

This study employed cross-sectional study to simplify information gathering by seeing participants and gathering data once in order to complete the survey and obtain answers for the study questions. The researcher delivered these surveys at spontaneous to the respondents. The survey was distributed for a month beginning on

the date of distribution. Information was gathered over the course of one month under the same conditions and settings. This is critical to removing any modifications made during collection of data that may have an impact on the dependability of the findings. As this was a non-contrived field research, it did not oversee or supervise the participants' responses to the items in the survey.

3.3 Population, Sample, Sampling Technique, and Unit of Analysis

3.3.1 Population

Thacker (2019) defined population as an entire group of people who share certain attributes. Generally, researchers evaluate the distinctive characteristics of a population as its site setting. The population for this study consisted of employees' private sector in the mobile and accessories retail chain company at Selangor, specifically for position non-executive, executive, manager, C-Level, and top management. Hence, the target population of this study was 420 employees.

3.3.2 Sample Size

As stated by Thacker (2019), the sample of study defined as a portion of the population. Whilst, Sekaran and Bougie (2016) referred size of sample as the number of participants that selected which represent the attributes of the population. Basically, this study sample was determined using Krejcie and Morgan (1970) table. When no sampling frame was provided, the number of samples was determined using a rule of thumb. In a correlational study, the acceptable number of subjects should be at least 30 people to form a connection (Gay & Diehl, 1992). Consequently, the minimal sample for 420 populations should be 201 based on the Krejcie and Morgan table. Thus, this study sample size is 201 participants.

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361

Figure 3.1
Sample Size Table
 Source: Krejcie and Morgan (1970)

3.3.3 Sampling Technique

Sekaran and Bougie (2016) mentioned selecting the most appropriate components out from the population essentially aids in understanding the features of the sample in this study in generalizing the total population of the components. Basically, the technique of sampling was practice used by researchers during the analytical sample selection for quantitative and qualitative research because it concentrates on selected units. The convenient sampling technique selected for this study since it was designed to be practical. Convenient sampling technique is thought to be the most effective for acquiring information fast and effectively. Indeed, no sampling frame was given owing to privacy and accessibility, since information is gathered through those in the sample who are willing to share it.

3.3.4 Unit of Analysis

Generally, unit of analysis affects the amount of grouping of the information taken for the period of analysis of data stage (Tabachnick & Fidell, 2007). Thus, the unit of analysis for this study is an individual private sectors employee who works in the mobile and accessories retail chain company at Selangor.

3.4 Measurement of Variables/Instrumentation

This study conducted a survey to gather information since it is cheaper and more efficient compared to the other method for obtaining and assessing information. This study referred a survey created by Muhammad Shahzad et al. (2021), Hee et al. (2019), Giannikis and Mihail (2011), Vijay Kumar (2019), Hafeez et al. (2019) to develop the instruments for this study. Generally, the survey for this study was segmented into five sections: Section A, B, C, D, and E which comprised of close-ended items. The scale used for the items in section B until E was a five-point Likert scale. According to Hameed et al. (2018), academicians strongly advised using a five-point Likert scale in surveys since it can reduce respondents' irritation while enhancing both the amounts of replies and response validity.

The following are some examples of measuring scales:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

The survey's five parts were as follows:

This section was aimed to elicit information from participants by inquiring about their demographic background

3.4.1 Part A: Demographic

This section was aimed to elicit information from participants by inquiring about their demographic background.

3.4.2 Part B: Employee Performance

There are 10 items under section B. Basically, section B was designed to identify the overall employee performance based on factors such flexible working arrangement, job communication, and job environment in their organization. Hence, part B was adapted from Muhammad Shahzad et al. (2021); Hee et al. (2019); Giannikis and Mihail (2011).

1. Noise free environment will increase my productivity
2. I able to complete my daily task easily due to overall work place environment
3. My overall productivity increase when the related work place environment calm.
4. I receive useful feedback from superior on my job performance.
5. I persist in overcoming obstacles to complete a task.
6. I meet the formal performance requirements of the job.
7. I am enthusiasm in performing my job.
8. I am initiative in doing my work.
9. Flexible work arrangements have a positive impact on my productivity in the company
10. Flexible work arrangements enable me to focus more on the job when I am at the workplace

3.4.3 Part C: Flexible Working Arrangement (FWAs)

There are 9 items under part C. As we can see, flexible working arrangements refer to work settings and scheduling that do not adhere to the conventional limits of a regular employment. Thus, this part was designed to identify the flexible working arrangement within the organization. Hence, part C was adapted from Vijay Kumar (2019).

1. My supervisor seeks my opinions while planning my schedules.
2. My supervisor discusses about the work allocations in advance.
3. I am allowed to reschedule my tasks, meetings and other work involvements.
4. My peer group supports me in case of emergencies.
5. Work requirements are not rigid and flexibility is displayed to accommodate employee requests.
6. My company encourages the employee to use technology for office communications.
7. My company encourages the staff members to identify a peer support resource to share job responsibilities in case of emergencies.
8. Requests for flexible work arrangements are handled equitably without any bias.
9. My supervisor expresses willingness on discussions about the work flexibility issues.

3.4.4 Part D: Job Communication

Basically, job communication is communication that takes place in the workplace in the form of either verbal or non-verbal between one people to another which can influence performance of employees. Thus, there are 12 items under this part designated to identify the job communication in the organization which adapted from Hee et al. (2019).

1. My superior provides sufficient amounts of useful information that I understand.
2. My superior share and respond to information in a timely manner.
3. My superior actively listens to my viewpoints.
4. My superior always speaks politely.
5. I know what I am expected to achieve when I am given a task at work.
6. My superior maintains essential information flows to me.
7. I always avoid using harsh language when communicate with colleagues.
8. I use polite language to advise my colleagues.
9. I use appropriate language to address others.
10. I try to interact with colleagues nicely at work.
11. I always respect my colleagues' views.
12. I help someone without being asked.

3.4.5 Part E: Job Environment

There are 10 items under Part E. Generally, job environment is one of fundamental aspect in organization operation because it influences the employee's performance. Thus, items under Part E adapted from Hafeez et al. (2019), in order to determine job environment in the organization.

1. My furniture is flexible to adjust, rearrange or reorganize my workspace.
2. My furniture is comfortable enough so that I can work without getting tired during long hours.
3. I have adequate and comfortable in my office.
4. My work environment is quiet.

5. I am able to have quiet and understand time alone.
6. Sweeper also cleans the office during office hours without disturbing any work of employee.
7. My workspace is provided with efficient lighting.
8. Ample amount of natural light comes into my office.
9. Number of windows in my work area complete my fresh air and light need.
10. My work area is sufficiently equipped for my typical needs (normal, storage, movements, etc.)

3.5 Data Collection Procedures

This study employs online survey which is through Google form for data collection. According to Borgobello et al. (2019), most scholar have a preference to use virtual platform for survey because it offered faster data collection, less field visits, the flexibility to include audiovisual components to enhance comprehension, and cheaper cost. Moreover, Borgobello et al. (2019) believed that online survey able to eliminate any potential for pressure toward participants as there is no researcher presence. Besides, the participant will be feeling more privacy, allowing them to voice more critical, fewer socially desirable or sensitive responses in the survey (Borgobello et al., 2019).

An official cover letter from UUM was attached together with the survey explaining the objective of research and ensuring the anonymity of the participant who filled the survey. The researcher put their faith entirely on the human resource (HR) representative from the private sector employees in mobile and accessories retail chain company at Selangor to disseminate the survey to employees. The researcher given two weeks to the HR representative to disseminate the survey, in order for HR reached

at least 201 sample sizes. The HR representative then distributes the Google Form link through the company WhatsApp group for better reach target participants. The researchers followed up the following week and reminded the HR representative about the survey distribution progress with a polite reminder of the survey collection date.

Table 3.1
Data Collection Procedure

Date	Procedure
24th January 2023	The initial distribution of the survey link commenced through company WhatsApp group targeting 201 participants.
3rd February 2023	Follow up: Notify the HR representative on the status of the questionnaire distribution. Politely inquire whether there are any remaining participants that did not fill the survey and notify them of the deadline.
10th February 2023	Due date of the survey and the link of Google Form was closed. All the data retrieved from Google Form for the data analysis.

3.6 Pilot Test

Generally, this study carried out a pilot test before the actual survey being conducted which commonly to assess the reliability of the study's instruments. Hence, the participants chosen for the pilot test did not participate in the actual survey. Based on Ong (2016), researcher will carry out a pilot test in order to detecting any potential hindrances such as methodology or complicated instrument that may arise during the actual survey. As stated by Ong (2016), a range of 15 to 30 sample size acceptable for researcher to carry out a pilot study. Thus, this study included 30 private sector employees in mobile and accessories retail chain company at Selangor for the purpose of pilot study.

Therefore, 30 individuals were picked from the same 420 data sample of private sector employees mobile and accessories retail chain company in Selangor population, but not included in the final 201 sample. Then, the survey cover letter was simplified to eliminate repetition in the oral and written explanations for the research. Table 2 below shows that the variables were in very good to excellence range as it all within the range of 0.821 to 0.931. Where employee performance was 0.821, flexible working arrangements was 0.912, job communication was 0.906, and job environment was 0.931. According to Sekaran and Bougie (2016), level of reliability greater than 0.50 are regarded acceptable, while level lesser than that amount are regarded unacceptable. According to Qiu, Huang, Liu, Jiang, Xue, Wu, Huang Z., and Xu (2021), a reliability value less than 0.35 indicates poor reliability, a value between 0.35 and 0.70 indicates moderate reliability and a value more than 0.70 indicates high reliability. Judging on these sources, it is possible to infer that all of the survey items are valid.

Table 3.2
Pilot Study Reliability Measurement

Dimension	No of items	N	Cronbach's alpha	Remarks
Employee Performance	10	30	0.821	Very good; acceptable
Flexible Working Arrangements	9	30	0.912	Excellence; acceptable
Job Communication	12	30	0.906	Excellence; acceptable
Job Environment	10	30	0.931	Excellence; acceptable

3.7 Techniques of Data Analysis

This study's findings were assessed employing descriptive analysis, Pearson correlation analysis and multiple regressions in Statistical Package for Social Science (SPSS) versions 25.

Table 3.3
Measurement for Objectives of Study

Dimension	Scale	Statistic
To identify the level of flexible working arrangements, job environment, job communication, and employee performance.	Interval	Descriptive Analysis
To determine the relationship between flexible working arrangements, job environment, job communication, and employee performance.		Pearson Correlation
To examine which factors (flexible working arrangements, job environment, job communication) influence employees' performance the most.		Multiple Regression

3.7.1 Reliability Test

Basically, reliability measures the consistent and stable nature of the findings (Sekaran & Bougie, 2016). To eliminate bias and mistake, a reliability test must be performed to achieve a constant outcome. Cronbach's alpha employs to define dependability. Generally, alpha is noteworthy for multi-scaled objects as it should detect which elements are favourably connected with each other (Cronbach, 1951). As

shown, Figure 3.2 specifies that alpha values less than 0.60 are typically poor. Whilst, the alpha value between 0.70 and 0.80 are acceptable, value between 0.80 and 0.90 is good, and value more than 0.90 is excellent.

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Figure 3.2
Cronbach's Alpha Score
 Source: Sekaran and Bougie (2016)

3.7.2 Descriptive Analysis

According to Ong (2016), descriptive statistics commonly employ to discover data redundancy and missing numbers, and additionally obtain relevant data such as means to be utilized for argument aid or future analysis such as regression and correlation. Thus, this study employs descriptive analysis specifically mean and frequency.

3.7.3 Pearson Correlation

This study employs Pearson correlation to define the degree to which variables are related. Generally, the purpose for employing these statistical technique types is to determine the strength of variables' connections (Sweet & Martin, 2012). As shown, Figure 3.3 specifies the degree of correlation between variables. Thus, there is no relationship between variables if the value nearer to 0.

R	Strength of relationship
<0.20	Almost negligible relationship
0.20 to 0.40	Low correlation; definite but small relationship
0.40 to 0.70	Moderate correlation; substantial relationship
0.70 to 0.90	High correlation; marked relationship
>0.90	Very high correlation; very dependable relationship

Figure 3.3
Correlation Strength Based on Guilford's Law
 Source: Sundram et al. (2016)

3.7.4 Multiple Regression

Multiple regressions were chosen as independent variables in this study are more than one. Multiple regressions find the relationship in between variable and numerous other factors by examining coefficients for a straight line equation (Faraway, 2002). To characterize the link between the variables, the p-value must not be more than 0.05 ($p < 0.05$). Moreover, beta coefficient (β) in multiple regression also can be take into account. Basically, β represents the changes estimated in dependent variable for a one unit change in an independent variable, while holding all other variable constant. Besides that, the coefficient of determination (R^2) also can be referred which demonstrate usefulness of the equation. Table 6 specifies the measurement of R^2 .

R^2	Relationship between dependent and independent variables
0	No relationship
0.1 to 0.5	Weak
0.6 to 0.99	Strong
1	Perfectly perfect
0.6 to 0.99	Zero

Figure 3.4
Coefficient of Regression Indicator
 Source: Hair, Wolfinbarger, Money, Samouel, & Page (2015)

3.8 Summary of the Chapter

Chapter 3 discusses all of the method employed to collect the entire information and material needed. The survey data will next be analyzed using SPSS, and the findings will be detailed in Chapter 4.



CHAPTER FOUR

FINDINGS

4.1 Introduction

This section comprises the study's findings. The survey data was examined using SPSS statistical techniques such as frequency analysis, descriptive analysis, correlation, and multiple regressions.

4.2 Response Rate

As this study survey distributed through online platform, the response rate is high. The human resource representative from the chosen mobile and accessories retail chain company at Selangor disseminates the survey link into their company group WhatsApp. Within 2 weeks, the survey response rate received from the Google Form is 201 sets of response which means 100% return rate. All questions were answered and there are no set of response were being discarded by researcher.

4.3 Data Screening

Basically, the data screening is important step to do in a study since it supports researcher in detecting any error or bias regarding the data analysis technique. In this study, the researcher conducted the analysis of preliminary data such as reliability, linearity, normality, and outliers.

4.3.1 Reliability

As stated by Sekaran and Bougie (2016): Qiu et al. (2021), the value more than 0.50 are acceptable, and value less than 0.35 indicates poor reliability. Thus, this study reliability shows that all variables were in very good to excellence range as it all within the range of 0.874 to 0.835. Where employee performance was 0.853, flexible working arrangements was 0.870, job communication was 0.874, and job environment was 0.835. However, this reliability value slight lower than the pilot study reliability test where pilot study reliability test for flexible working arrangements, job communication and job environment are more than 0.90 which indicates as excellent. Nevertheless, the actual finding reliability value as shown below still acceptable as it more than 0.80 alpha values, which indicate to have a good internal consistency level and the items of the variable is reliable to used.

Table 4.1
Reliability Measurement

Dimension	No of items	N	Cronbach's alpha	Remarks
Employee Performance	10	201	0.853	Good; acceptable
Flexible Working Arrangements	9	201	0.870	Good; acceptable
Job Communication	12	201	0.874	Good; acceptable
Job Environment	10	201	0.835	Good; acceptable

4.3.2 Linearity Test

In essence, the linear test was carried out to check whether the linear requirements in the model are acceptable (Ichsan et al., 2021). If the sig. deviation of linearity is more than 0.05, the connection between the independent variables is linearly dependent. Instead, if the sig. deviation from linearity is smaller than 0.05, the

connection between the independent variables is not linear. According to the table below, only flexible working arrangements and job communication are linearly related to employee performance when the sig. deviation from linearity is greater than 0.05.

Table 4.2
Linearity Test

Dimension	No of items	N	df	Sig.	Remarks
Employee Performance* Flexible Working Arrangements	9	201	23	0.288	Linearly dependent
Employee Performance* Job Communication	12	201	24	0.195	Linearly dependent
Employee Performance* Job Environment	10	201	28	0.05	Not linear

4.3.3 Normality Test

As stated by Kim and Park (2019), normality test is conducted to determine the data is consistent with a normal distribution, and free from bias. Normality test usually can be measured using Kolmogorov-Smirno, where the sig. value must be more than 0.05. The data from this study as shown below indicate the level of Liliefors significant value is 0.00 which means the data is not normally distributed. However, a study by Ghasemi and Zahediasl (2012) stated that larger sample sizes study usually will get significant result which less than 0.05. Ghasemi and Zahediasl (2012) also stated that Kolmogorov-Smirno should not be seriously considered for testing normality as it is sensitive to larger sample sizes. Nevertheless, the probability plot of this study shows the data nearly formed an approximate line as displayed at figure below. As such, it can be concluded that the data for this research is normally distributed.

Table 4.3
Normality Test

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EP	.118	201	.000	.962	201	.000
FWA	.153	201	.000	.969	201	.000
JC	.105	201	.000	.966	201	.000
JE	.101	201	.000	.982	201	.012

a. Lilliefors Significance Correction

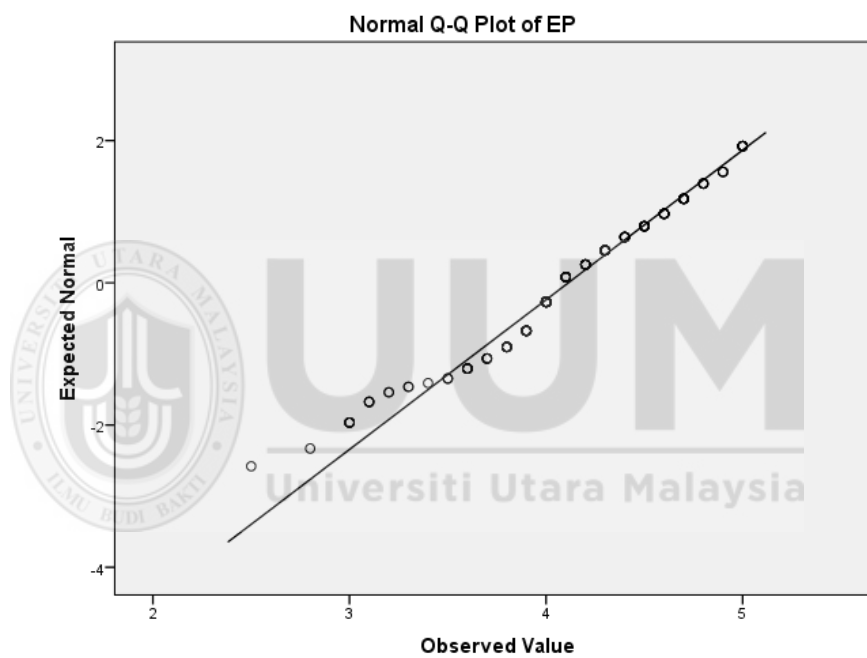


Figure 4.1
Employee Performance Probability Plot

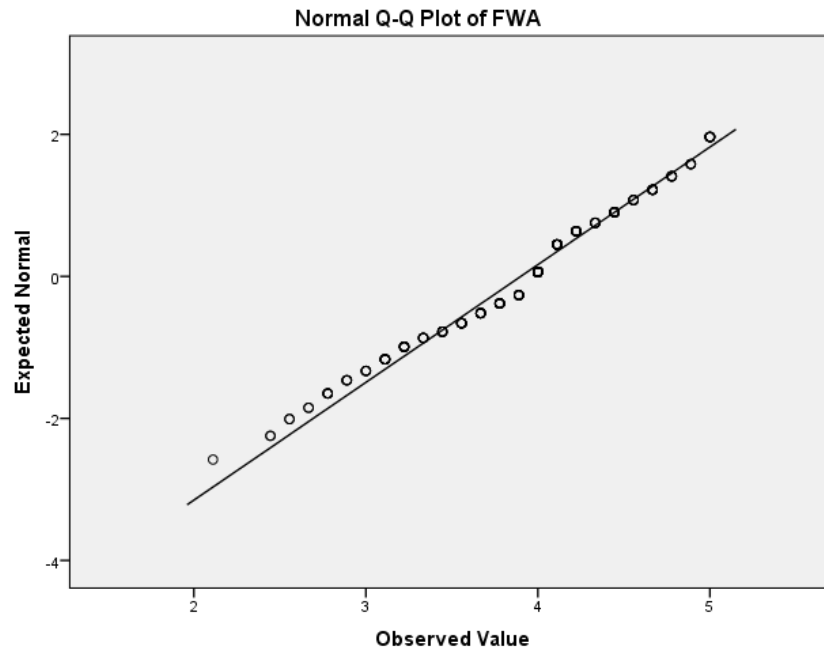


Figure 4.2
Flexible Working Arrangement Probability Plot

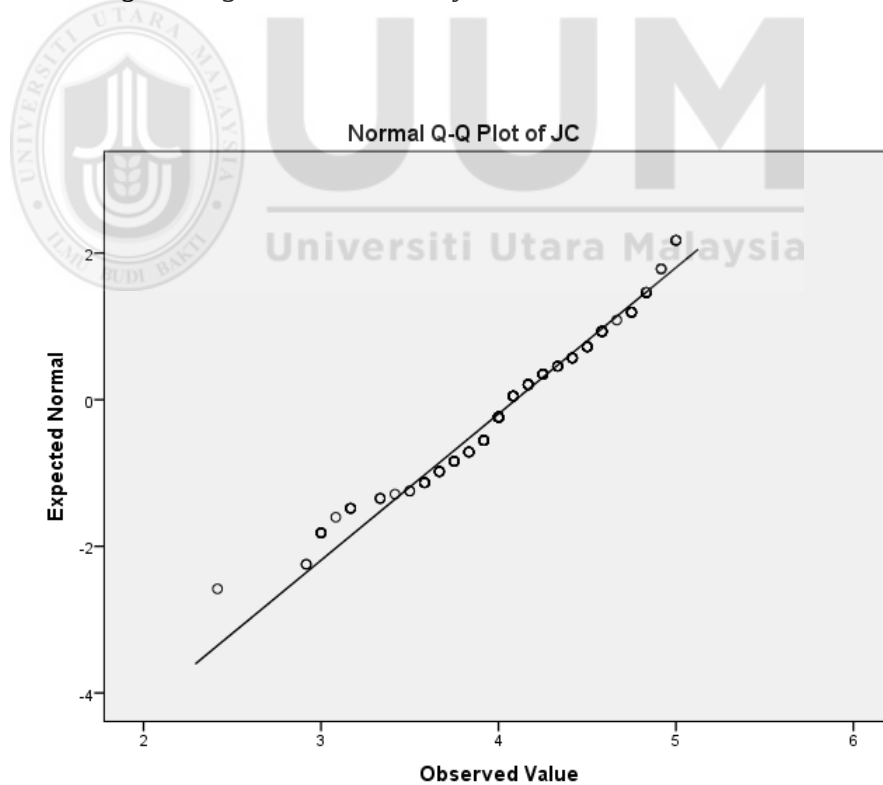


Figure 4.3
Job Communication Probability Plot

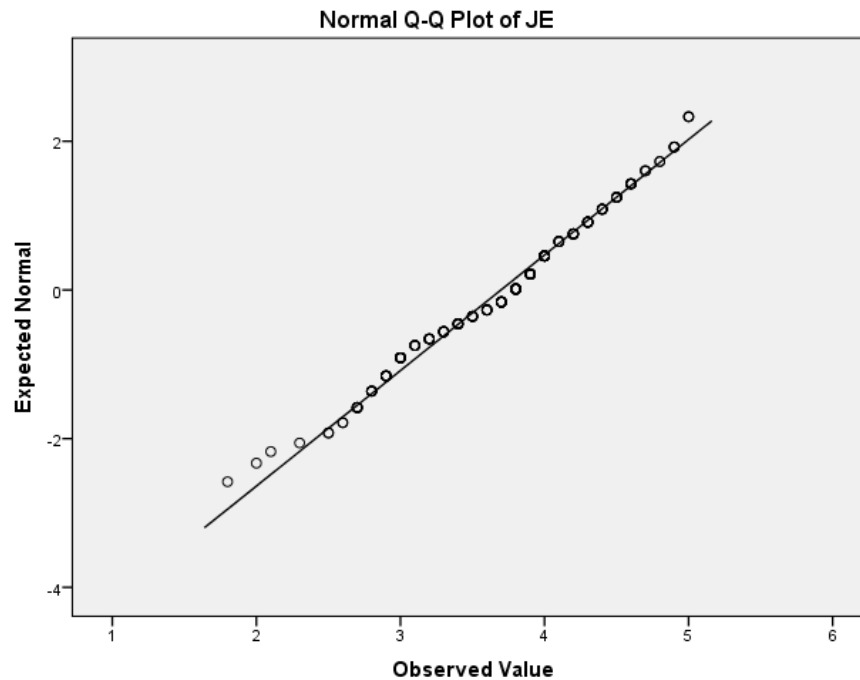


Figure 4.4
Job Environment Probability Plot

4.3.4 Outliers

In general, an outlier is one of the elements in SPSS that indicates data points that deviate considerably from the rest of the data. Outliers can also be regarded to represent the genuine observation from the rest of the data. There are just a few outliers found, as indicated below. As a result, the researcher rechecked the data gathering material to identify any data input errors or instruments. The researcher discovered no data input errors. Hence, the numbers are valid, but the researcher chose not to eliminate the instances because the sample is rather large, and it is to be expected that a few values will emerge at the extreme lower and upper ends of the distribution.

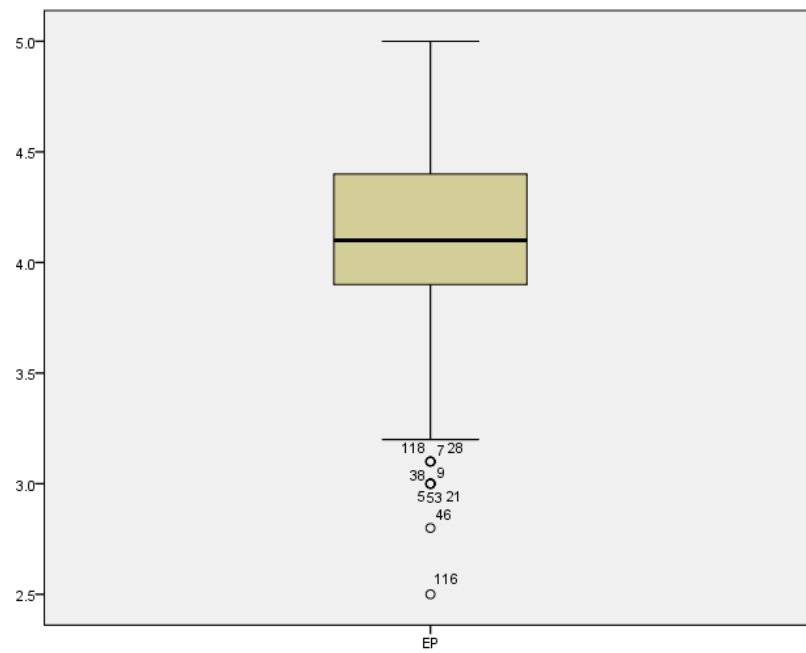


Figure 4.5
Employee Performance Boxplot

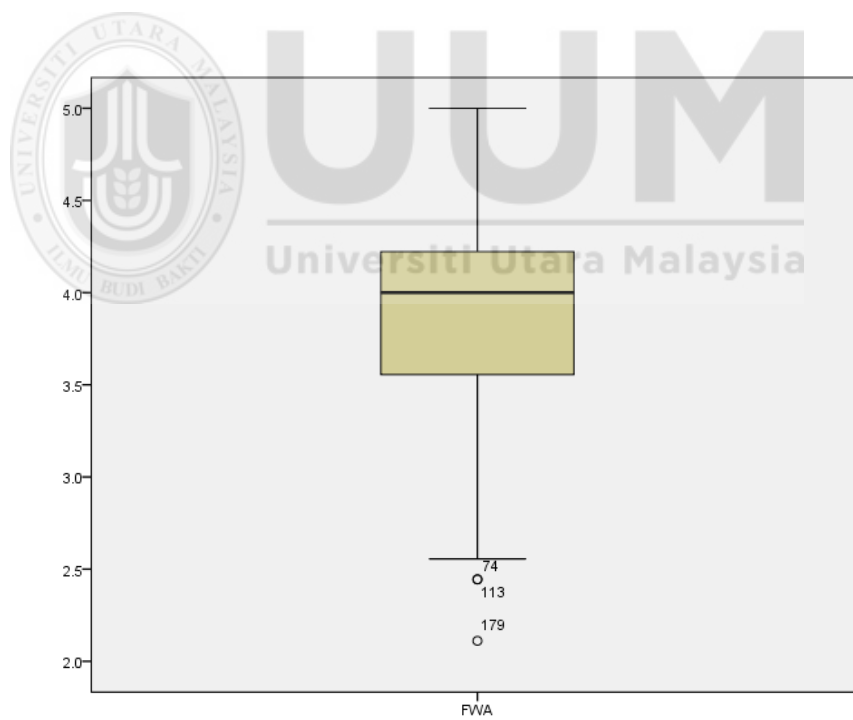


Figure 4.6
Flexible Working Arrangement Boxplot

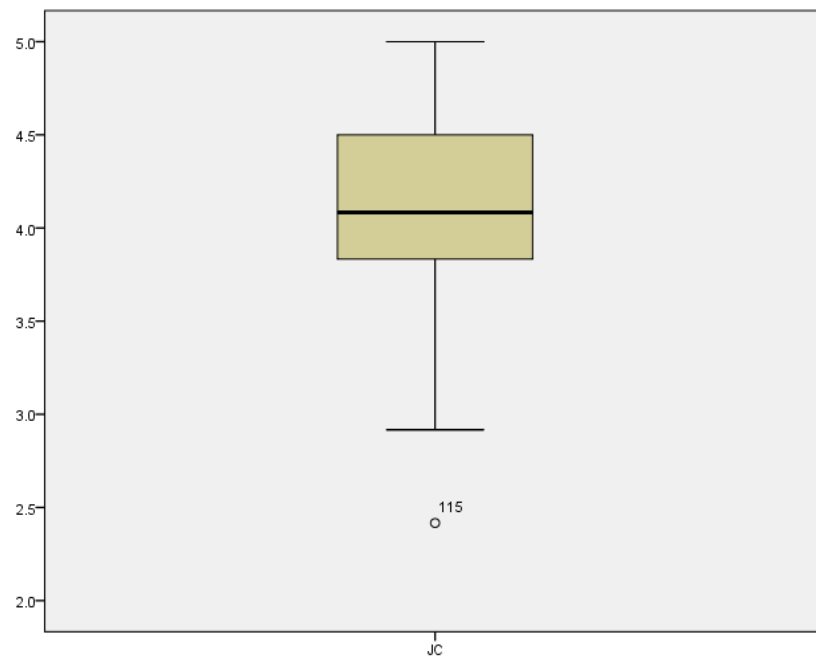


Figure 4.7
Job Communication Boxplot

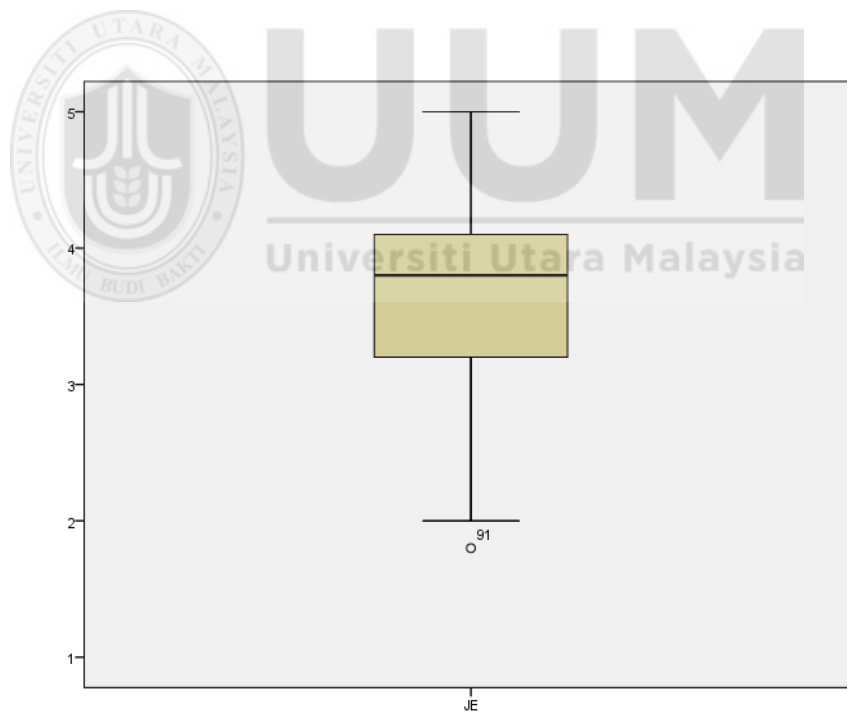


Figure 4.8
Job Environment Boxplot

4.4 Respondents Demographic Profile

A frequency analysis is employed to analyze respondents' demographic analysis. As shown at table below, in term of gender, female is the majority with 64.7% (130) and male only 35.3% (71). In term of age, participants who came from the range of 21 to 30 years old was the highest which 58.2% (117), followed by participants from age of 31 to 40 years old which 21.9% (44), 41 to 50 years old which 14.9%(30), 20 years old and below which 3% (6), and 51 to 60 years old participants which 1.5% (6). The lowest is participants from the age of 61 years and above which only 0.5% (1). In fact, majority of 68.2% (137) of the participants were single, 26.9% (54) of participants respondents were married, and only 5% (10) of the participants was divorced. In terms of education level, majority of the participant have Bachelor Degree education which 55.7% (112), followed by Diploma which is 19.93% (40), Master Degree which is 17.9% (36), and secondary which is 6% (12). The lowest is participants that have Doctoral Degree which only 0.5% (1). While the highest income range was from income range of RM5001 & above which 21.4% (43), followed by income range of RM2001 to RM3000 which 20.93% (42), income range of RM1000 & below which 20.4% (41), income range of RM3001 to RM4000 which 15.9% (32%), income range RM4001 to RM5000 which 13.9% (28), the lowest was from income range of RM1001 to RM2000 which 7.5% (15). In term of length of service, majority of participants have served at the company less than a year which is 37.3% (75), followed by participants with 1 year to 3 years length of services which is 34.8% (70), participants with 4 years to 6 years length of services which is 19.4% (39), participants with 10 years & above length of services which is 5.5% (11), and the lowest is participants with 7 years to 9 years length of services which only 3% (6). In terms of occupation rank, majority of participants is from executive rank with 39.3%

(79), followed by non-executive rank with 36.8% (74), participants with manager rank which 20.4% (41), participants with C-level rank with 1.5% (3), and the lowest is participants of top management rank with 2% (4).

Table 4.4
Respondents Demographic Profile

Demographic profile	Frequency (Respondent)	Percentage (%)
Gender		
Male	71	35.3%
Female	130	64.7%
Marital Status		
Single	137	68.2%
Married	54	26.9%
Divorce	10	5.0%
Age		
20 years old and below	6	3.0%
21-30 years old	117	58.2%
31-40 years old	44	21.9%
41-50 years old	30	14.9%
51-60 years old	3	1.5%
61 years & above	1	0.5%
Education Level		
Secondary	12	6.0%
Diploma	40	19.93%
Bachelor Degree	112	55.7%
Master Degree	36	17.9%
Doctoral Degree	1	0.5%
Income Range		
RM1000 & below	41	20.4%
RM1001-RM2000	15	7.5%
RM2001-RM3000	42	20.93%
RM3001-RM4000	32	15.9%
RM4001-RM5000	28	13.9%
RM5001 & above	43	21.4%
Length of Services		
Less than a year	75	37.3%
1 year to 3 years	70	34.8%
4 years to 6 years	39	19.4%
7 years to 9 years	6	3.0%
10 years & above	11	5.5%
Occupational Rank		
Non-Executive	74	36.8%
Executive	79	39.3%
Manager	41	20.4%
C-level	3	1.5%
Top Management	4	2.0%

4.5 Descriptive Analysis

Referring to the table above, there was four (4) main variables that have been analyze to presents the level of flexible working arrangements, job environment, job communication, and employee performance. For the first variable which is employee performance aspect, there were ten (10) items analyze for descriptive analysis. Based on the descriptive analysis result, it was found that employee performance variable was at the high level whereby the mean score for these ten (10) items of statements started from 3.99 to 4.25. The highest level item was item “flexible work arrangements have a positive impact on my productivity in the company” and item “flexible work arrangements enable me to focus more on the job when I am at the workplace” with the mean score of 4.25, which indicated majority of the participants answered agreed or strongly agree with the statement. The lowest item was “I receive useful feedback from superior on my job performance” with the mean score of 3.99. Based on this result findings, it was found that the level of employee performance are at the high level with the overall mean score 4.11.

As for flexible working arrangements variable, there were nine (9) items of statements provided under this second variable. Based on the data analysis result, it was found that the entire item of statements was at the average level whereby the mean score for these items of statements started from 3.80 to 4.12. The highest level items was “my company encourages the employee to use technology for office communications” with the mean score of 4.12, indicated that majority of participant agreed or strongly agreed with this statement. The lowest item would be “my supervisor discusses about the work allocations in advance” with the mean score of 3.80, indicated that majority of participant answered neither agree or disagree, or agree

with the statement. Based on this result findings, it was found that the level of flexible working arrangements are at the average level with the overall mean score 3.90.

The third variable was job communication which has twelve (12) items in the survey. Based on the data analysis result, the mean score for these items of statements started from 3.80 to 4.34. The highest level items was “I try to interact with colleagues nicely at work” and “I always respect my colleagues’ views” with the mean score of 4.34. This indicated that majority of participant agreed or strongly agreed with this statement. Then, the lowest item was “my superior provides sufficient amounts of useful information that I understand” with the mean score of 3.80. This indicated that majority of participant answered neither agree or disagree, or agree with the statement. Based on this result findings, it was found that the level of employee performance are at the high level with the overall mean score 4.09.

The last variable was job environment. Basically, there were ten (10) items of statements provided under this variable and the mean score for these items ranging from 3.46 to 3.92. The highest level items was “my workspace is provided with efficient lighting” with the mean score of 3.92. While, the lowest item was “number of windows in my work area complete my fresh air and light need” with the mean score of 3.46. Thus, for both of these high and lowest items, it indicated that majority of participant answered neither agree or disagree, or agree with the statement. Moreover, it was found that the level of employee performance are at the average level with the overall mean score 3.69.

Hence, based on the overall mean scores below, it can be concluded that the lowest level variable was job environment and the highest level is employee performance.

Table 4.5
Descriptive Analysis

Item	Mean	SD	Level of items
Employee Performance			
1. Noise free environment will increase my productivity	4.06	0.840	High
2. I able to complete my daily task easily due to overall work place environment	4.04	0.692	High
My overall productivity increase when the related work place environment calm.	4.23	0.712	High
I receive useful feedback from superior on my job performance.	3.99	0.745	Average
I persist in overcoming obstacles to complete a task.	4.00	0.689	High
I meet the formal performance requirements of the job.	4.08	0.695	High
I am enthusiasm in performing my job.	4.07	0.718	High
I am initiative in doing my work.	4.16	0.699	High
Flexible work arrangements have a positive impact on my productivity in the company	4.25	0.747	High
Flexible work arrangements enable me to focus more on the job when I am at the workplace	4.25	0.693	High
OVERALL AVERAGE MEAN	4.11		High
Flexible Working Arrangement			
My supervisor seeks my opinions while planning my schedules.	3.85	0.847	Average
My supervisor discusses about the work allocations in advance.	3.80	0.918	Average
I am allowed to reschedule my tasks, meetings and other work involvements.	3.82	0.889	Average
My peer group supports me in case of emergencies.	3.99	0.806	Average
Work requirements are not rigid and flexibility is displayed to accommodate employee requests.	3.89	0.850	Average
My company encourages the employee to use technology for office communications.	4.12	0.800	High
My company encourages the staff members to identify a peer support resource to share job responsibilities in case of emergencies.	3.92	0.868	Average
Requests for flexible work arrangements are handled equitably without any bias.	3.88	0.898	Average
My supervisor expresses willingness on discussions about the work flexibility issues.	3.84	0.869	Average
OVERALL AVERAGE MEAN	3.90		Average

Job Communication				
My superior provides sufficient amounts of useful information that I understand.	3.80	0.806	Average	
My superior share and respond to information in a timely manner.	3.85	0.901	Average	
My superior actively listens to my viewpoints.	3.84	0.904	Average	
My superior always speaks politely.	4.01	0.889	High	
I know what I am expected to achieve when I am given a task at work.	4.11	0.677	High	
My superior maintains essential information flows to me.	3.91	0.778	Average	
I always avoid using harsh language when communicate with colleagues.	4.32	0.734	High	
I use polite language to advise my colleagues.	4.33	0.679	High	
I use appropriate language to address others.	4.29	0.704	High	
I try to interact with colleagues nicely at work.	4.34	0.652	High	
I always respect my colleagues' views.	4.34	0.676	High	
I help someone without being asked.	4.04	0.820	High	
OVERALL AVERAGE MEAN	4.09		High	
Job Environment				
My furniture is flexible to adjust, rearrange or reorganize my workspace.	3.49	1.073	Average	
My furniture is comfortable enough so that I can work without getting tired during long hours.	3.66	0.946	Average	
I have adequate and comfortable in my office.	3.73	0.927	Average	
My work environment is quiet.	3.67	1.011	Average	
I am able to have quiet and understand time alone.	3.84	0.886	Average	
Sweeper also cleans the office during office hours without disturbing any work of employee.	3.83	0.996	Average	
My workspace is provided with efficient lighting.	3.92	0.979	Average	
Ample amount of natural light comes into my office.	3.55	1.170	Average	
Number of windows in my work area complete my fresh air and light need.	3.46	1.245	Average	
My work area is sufficiently equipped for my typical needs (normal, storage, movements, etc.).	3.84	0.835	Average	
OVERALL AVERAGE MEAN	3.69		Average	
Note: Mean score is based on 5-point Likert scale where 1= strongly disagree and 5=strongly agree				

4.6 Correlation Analysis

Correlation analysis was employed in this study in order to indicate the strength of the relationship between each variable. Thus, table below shows the correlation analysis tests on the relationship and the strength of association between variables. Based on the finding, it is found there were moderate correlation which was substantial relationship between flexible working arrangement ($r = 0.529^{**}$), job communication ($r = 0.622^{**}$) and job environment ($r = 0.400^{**}$) with employee performance. Then, job communication ($r = 0.713^{**}$) have high correlation with flexible working arrangement, and job environment ($r = 0.476^{**}$) have substantial relationship with flexible working arrangement. While, job environment ($r = 0.424^{**}$) also have substantial relationship with job communication. Based on the findings, the entire variable has positively significant relationship at the 0.01 level. This also interpret that flexible working arrangement, job communication, job environment have influence on employee performance.

Table 4.6
Correlation Analysis

Variables	Flexible			
	Employee Performance	Working Arrangement	Job Communication	Job Environment
Employee Performance	1			
Flexible Working Arrangement	0.529**	1		
Job Communication	0.622**	0.713**	1	
Job Environment	0.400**	0.476**	0.424**	1

** . Correlation is significant at the 0.01 level (2-tailed).

4.7 Regression Analysis

In this study, multiple regression was adopted to identify whether there was a significant relationship between dependent variable and independent variables, and the p value should not exceed 0.05 ($p < 0.05$). The dependent variable in this study was employee performance. Among the three independent variables (flexible working arrangement, job communication, job environment), only job communication, and job environment was found to have significant relationship with employee performance.

Based on the findings, job communication significant at ($\beta = 0.474$, $t = 6.051$, $p = 0.00$) with p value of less than 0.05. Based on the Beta values for job communication ($\beta = 0.474$), it signified for every 1 unit changes in job communication, employee performance will increase by 0.474. Next, job environment significant at ($\beta = 0.139$, $t = 2.223$, $p = 0.027$). Based on the Beta values for job environment ($\beta = 0.139$), it signified for every 1 unit changes in job environment, employee performance will increase by 0.139. The only variable that not significant with employee performance was flexible working arrangement ($\beta = 0.125$, $t = 1.548$, $p = 0.123$) with p value more than 0.05. As for the Beta values for flexible working arrangement ($\beta = 0.125$), it signified for every 1 unit changes in flexible working arrangement, employee performance will increase by 0.125. Therefore, based on p-value, it can be concluded that only job communication, and job environment gives the most effect towards private sector employees performance in mobile and accessories retail chain company at Selangor.

The table below then assesses the effectiveness of the regression table based on the R^2 value. According to the findings, the value of R^2 was ($R^2 = 0.417$), indicating that flexible working arrangements, job communication, and job environment explain

41.7% of the overall variation in employee performance. Other factors not included in this study account for the remaining 58.3%.

Table 4.7
Regression Analysis

Variable	Beta	t	Significant (p)
Constant		6.764	0.000
Flexible Working Arrangement	0.125	1.548	0.123
Job Communication	0.474	6.051	0.000
Job Environment	0.139	2.223	0.027
R Square			0.417
Adjusted R Square			0.408
F Change			46.949

** p<0.05

Dependent variable: Employee Performance

4.8 Overall Hypotheses Results

According to the finding below, it can be concluded that only H2 and H3 was accepted, and H1 are rejected.

Table 4.8
Overall Hypotheses Results

Variables	Hypotheses constructed	Result
Flexible Working Arrangement	H1: There is a relationship between employee performance and Flexible Working Arrangements (FWAs).	Rejected
Job Communication	H2: There is relationship between employee performance and job communication.	Accepted
Job Environment	H3: There is a relationship between employee performance and job environment.	Accepted

4.9 Summary of the Chapter

To summarize, Chapter 4 presents the results of frequency analysis, descriptive analysis, correlation analysis, and regression analysis. As a result of these findings, the researchers include further discussions, conclusions, and suggestions for the study in Chapter 5.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

Essentially, this chapter presented a discussion of the findings from Chapter 4. The discussion was also driven by the study's objectives. In light of the discussion, relevant recommendations for the study were also provided. Finally, the study's conclusion is shown in this chapter.

5.2 Discussion

The study's intention was to expanded comprehension on the relationship between flexible working arrangements, job environment, job communication, and employee performance of mobile and accessories retail chain company at Selangor. Upon the rationale, this study tried to achieve the following objectives:

- To identify the level of flexible working arrangements, job environment, job communication, and employee performance.
- To determine the relationship between flexible working arrangements, job environment, job communication, and employee performance.
- To examine which factors (flexible working arrangements, job environment, job communication) influence employees' performance the most.

5.2.1 Level of flexible working arrangements, job environment, job communication, and employee performance

In order to find out the level of each variable, this study used mean value descriptive analysis which is mean value. The finding of this analysis found that the level of employee performance is the highest and job environment is the lowest. Basically, this indicates private company employees especially from mobile and accessories retail chain company at Selangor have high level of performance. Findings also show that private employees have the highest level of performance because flexible work arrangements allow them to focus more on work and flexible work arrangements have a positive effect on their work productivity. It is also found the level of job environment is the lowest among the rest of the variable. However, it does not mean that the environment at the mobile and accessories retail chain company not good because the mean value level still more than average, it just indicated compared to employee performance, flexible working arrangement, and job communication, private employees rated job environment the least especially on the aspect of fresh air and light that they needed in their working environment. This means that private sector employees especially from mobile and accessories retail chain company want to get more light exposure and places that have enough fresh air for their work environment.

This finding supported by Muhammad Shahzad et al. (2021), whereby they also found that employee performance has the highest level. However, the study by Muhammad Shahzad et al. (2021) found the employee performance has high level due to job environment which the respondents agreed the overall workplace environment enable them to complete their daily task easily. This contradicts with current finding

which the employee performance has the highest level because of flexible working arrangement. Study by Muhammad Shahzad et al. (2021) do not include other variables such flexible working arrangement and job communication in the study, so this might cause the contradiction. However, the lowest level in finding by Muhammad Shahzad et al. (2021) same as the current study, whereby both get the lowest in job environment in terms of light exposure. Most respondent in Muhammad Shahzad et al. (2021) not agreed with the amount of natural light that comes into their work place adequate. Hence, it concluded that light exposure is important in job environment. Through this result, it also found the flexible firm theory enable the firm to identify which environment is suitable and needed by their employees, and in this case, their employees needed more light exposure in order to increase their performance.

5.2.2 The relationship between flexible working arrangements, job environment, job communication, and employee performance

In order to find out the relationship between the variables, this study used Pearson correlation analysis. The finding of this study found that there is positively significant relationship between flexible working arrangement, job communication, job environment, with employee performance. Hence, it interprets that flexible working arrangement, job communication, job environment have impact on employee performance. Basically, this finding supported by Vijay Kumar (2019), whereby there are positive relationship between flexible working arrangement and employee performance. The study by Hee et al. (2019) also found that there is positive relationship between job communication with employee performance. The difference is that Hee et al. (2019) separates to two categories which are downward

communication and horizontal communication, but both have positive relationship with employee performance. The study by Hafeez et al. (2019) also found there is positive relationship between job environment and employee performance.

This study also revealed among all variables, it is found that job communication has the highest correlation with employee performance. According to Hee et al. (2019), job communication stimulates development and decision-taking among lower-level structure within the company, which will increase teamwork culture. Besides that, Hee et al. (2019) also stated that job communication allows employees to grasp what their manager or supervisor expect from them when they accomplish their duties especially for newer employees. Thus, it shows that job communication is important to improve employee performance. This result also shows how important it is to adapted the flexible firm theory in the perspective of communication, since this theory influence how employees, human resources, and management at the organization communicate in order to carry out their operational strategy. Since this flexible firm approach typically involves a collaboration between a company's leaders and human resources division, communication throughout the process is essential to the success of their intended actions.

5.2.3 The factors (flexible working arrangements, job environment, job communication) influence employees' performance the most

In order to find out which variables influence employee's performance the most, this study used regression analysis. The finding found among the three independent variables (flexible working arrangement, job communication, job environment), only job communication, and job environment was found to have

significant relationship with employee performance. Hence, this indicated that job communication and job environment give the most influence towards employee performance at mobile and accessories retail chain company in Selangor. This supported by Kearney et al. (2023); Herman (2020) especially from retail industry perspective, job environment and job environment proven to influence employees in this industry because good job environment and job communication enhance employee satisfaction and loyalty towards the company, hence, make employees more focus in their work. Whilst, the flexible working arrangement found not significant in this study, which contradict with the descriptive result where all respondents have answered neither agree or disagree to agree. This means that flexible working arrangement in retail industry not that bad and on average level. The result might happen might because this study needs larger sample of respondents.

5.3 Implication of study

The implication can be divided into three which is for employees, organization, and the research community:

5.3.1 Employees

From the employee's perspectives, this research will impact them in terms of their awareness and their rights as employees. For example, flexible work arrangements, which quite uncommon in Malaysia before COVID-19 hit Malaysia. Thus, through this study, employee will know their right in workplace in terms of flexibility. Even flexibility is not a new concept in the private sector but there are still private company especially in mobile and accessories retail chain company that still

not promote flexibility to their employees. Thus, these employees do not have an option to choose what best for them to do their work. Through this research, these employees have the knowledge about flexibility and can make the decision what the best working condition that suit them the best which able to enhance their productivity. Besides that, this study also facilitating employees to have clear objectives and priorities, status of their performance, and seeks consistent constructive criticism and mentoring from their managers or supervisors.

5.3.2 Organization

Since most of organizations especially private sectors especially in mobile and accessories retail chain company continue to struggle to remain sustainable since COVID-19 pandemic, this research will enhance their awareness towards these issues. This is crucial as employees boost organizational effectiveness, which in turn results to the Malaysian economy. Indirectly, the effect of the enhancement will raise Malaysia's global competitiveness ranking in the future. Besides that, organizations can gain much by discovering the solutions that they can add to employees' performance by providing the essential assistance. Assistance at the organizational level is analogous to an investment in employee engagement to the organization. Motivated employees always strive to assist the organisation accomplish its objectives.

5.3.3 Research community

From the perspective of research community, the finding of this study could strengthen the evidence on the topics. As most of the existing literature is not focused on the perspective of the private sector at Selangor, this research is able to contribute

in terms of that matter and will contribute to future research improvements. Moreover, this study can affect the creation of regulations, practise, or execution of services, form of law, or change conduct. It also aids in the comprehension of issues and refocusing of debates for the topics. Furthermore, the findings of this study can help future researchers in their search for flexible working arrangements, job environment, job communication, and employee performance, thereby filling a gap in current research.



5.4 Limitation

5.4.1 Lack of Access

Basically, this study focused on private sector especially in mobile and accessories retail chain company. Most of private companies' information is confidential and hard to access. Most of the targeted private company respondents also rejected to answer the questionnaire because they said it quite private. Thus, there was not much information that was accessible to the researchers.

5.4.2 Sample size

The amount of collected data may not be sufficient for the researcher to analyse. Since there are the obstacles of gathering information from respondents and limited time, resulting in a reduced population sample size considered for the study. Thus, future study on the same issue should employ a bigger sample size to cover a broader area, thus able to make more precise finding.

5.5 Recommendation

The recommendation will be based on the finding, since the level of job environment is the lowest in the study; the recommendation is more on job environment.

5.5.1 Organization

In the perspectives of organization, the organization should provide office design that is comfortable, colourful and have enough lighting. Basically, blue and green are linked with creativity and ingenuity, making them suitable choices for

workplace walls. The office also should have adequate lighting. Generally, suitable lighting that is free of glare and shadow aids employees avoid weariness and headaches. It is also beneficial to have natural light exposure to specific parts of the office since employees' happiness and mental health have been shown to increase when they are exposed to natural factors like as grass and sunlight. Besides that, the higher level of hierarchy such as manager should create positive work environment through communication. The best communication is when employer or manager offers chances for employees to voice their opinions and feel really valued. Hence, the manager will more understand what the best they can do to accommodate their employees. When employees being heard, they will feel more appreciated and more engaged, and increase in performance. Besides that, manager can aid employees by giving constructive feedback. However, constructive feedback should be based on observations and evidence rather than judgments. If possible, in politely manner since emphasizing individual communication problems will not make them more inclined to communicate successfully. Moreover, in this new flexible working arrangement, most of employees will work remotely or hybrid. Thus, it is important for the companies to overcome technology hurdles. As remote and hybrid work models continue to change the workplace, communication may be hampered by technological barriers. Addressing the specific communication issues that various working patterns provide is essential for success in the modern workplace.

5.5.2 Employees

Basically, a cooperative base is the first step towards creating a pleasant job environment. High-performing teams are dependent on the culture each employee

foster, and the connections they foster. In the perspectives of employees, employees should have the effort in order to create pleasant job environment. Firstly, maybe employee unable to do much on the workplace physical setting, what they can do just to request what they need in their office setting. However, in order to foster positive job environment, employee can recognize diverse communication styles in workplace. The communication should be done both ways so effort from both parties is needed to foster positive work environment. Basically, each individual does not communicate in the same manner. Some individuals are blunter, whilst some individuals are more subtle. Some individual like to focus on feelings, while the others prefer to focus on outcomes. Thus, it is the employee self-responsibility in each communication circumstance to guarantee that the other person or persons interpret the contents accurately. The employee should accept responsibility for adapting to whatever the other individual appears to require. Furthermore, employee should recognize each individual role in a task or in department. Basically, most of the barriers to successful job environment stem from a lack of understanding of who performs what in a given task. For instance, if the employee has recently been assigned a new team, the employee should have the effort to take the time to learn what each individual of the project team performs. Recognizing the duties of each individual will allow the employee to communicate with their colleagues more successfully.

5.5.3 Future Research

For future study, it is recommended that other variables such as motivation, employee satisfaction be included into the future studies framework in order to increase model strength and thus create better insights into topics pertaining private

sector employees. It is also suggested that future research to conduct conducting a longitudinal study with larger sample sizes since it allows future researchers to trace changes pattern against time, and increase the breadth of the study's coverage beyond just centrals which allows more precise findings.

5.6 Conclusion

To sum up, this study has been able to find out all the objectives that set up in Chapter 1. The first objective is to examine the level of flexible working arrangements, job environment, job communication, and employee performance. It is found that employee's performance is the highest level and the lowest level is job environment among employees in mobile and accessories retail chain company at Selangor. The second objective is to examine the relationship between flexible working arrangements, job environment, job communication, and employee performance. It is found that flexible working arrangements, job environment, and job communication have positive relationship with employee performance. The third objectives are to examine which factors (flexible working arrangements, job environment, and job communication) influence employees' performance the most. It is found out that job communication and job environment influence employees' performance the most.

This study also listed some of the limitation throughout the process in conducting the study. Based on the finding, the study has provided some recommendations of the ways employees and organizations can achieve higher performance especially in terms of job environment. The study also provided some recommendation for future researcher in order to get more coverage data and evidence.

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Appendix A: Questionnaire



I am Lim Shin Yau, a student of Master of Human Resource Management from Universiti Utara Malaysia. I am conducting a survey on my master 's dissertation and humbly looking for your help in completing this questionnaire. This study is focused on flexible working arrangements, job environment, job communication, and employee performance in mobile and accessories retail chain company at Selangor. Your information will be kept private and used exclusively for academic research and statistical analysis only. Thank you in advance for your time and cooperation. Please do not hesitate to contact me at : 012-207 5865 should you have any inquiries.

Yours sincerely,

Lim Shin Yau

UNIVERSITI UTARA MALAYSIA

Email: lim.joanne0131@gmail.com

Section A :Demographic

Instruction: The following item are related to personal information. Please **Select** only one answer. Your personal information will be kept confidential.

1. Age:

20 years old &
below

☐

41-50 years old

☐

21-30 years old

☐

51-60 years old

☐

31-40 years old

☐

61 years old &
above

☐

2. Gender:

Male

☐

Female

☐

3. Marital Status:

Single

☐

Married

☐

Divorce

☐

4. Highest Education:

Secondary

☐

Diploma

☐

Bachelor Degree

☐

Master Degree

☐

Doctoral Degree

☐

5. Income Range:

RM1000 & below		RM3001-RM4000	
RM1001-RM2000		RM4001-RM5000	
RM2001-RM3000		RM5001 & above	

6. Length of Services in the company:

Less than a year		7 years to 9 years	
1 year to 3 years		10 years & above	
4 years to 6 years			

7. Occupational Rank:

Non-Executive	
Executive	
Manager	
C-Level	
Top Management	

Section B: Employee Performance

Instructions: The items that follow are related to how you view your capacity. Please choose one of the five options on the range of 1 to 5 to show your level of agreement (1 = strongly disagree; 5 = strongly agree). Please **SELECT** the number that best fits your circumstances.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

	1	2	3	4	5
1. Noise free environment will increase my productivity.					
2. I able to complete my daily task easily due to overall work place environment.					
3. My overall productivity increase when the related work place environment calm.					
4. I receive useful feedback from superior on my job performance.					
5. I persist in overcoming obstacles to complete a task.					
6. I meet the formal performance requirements of the job.					
7. I am enthusiasm in performing my job.					
8. I am initiative in doing my work.					
9. Flexible work arrangements have a positive impact on my productivity in the company.					
10. Flexible work arrangements enable me to focus more on the job when I am at the workplace.					

Section C: Flexible Working Arrangement

Instructions: The items that follow are related to how you view your capacity. Please choose one of the five options on the range of 1 to 5 to show your level of agreement (1 = strongly disagree; 5 = strongly agree). Please **SELECT** the number that best fits your circumstances.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

	1	2	3	4	5
1. My supervisor seeks my opinions while planning my schedules.					
2. My supervisor discusses about the work allocations in advance.					
3. I am allowed to reschedule my tasks, meetings and other work involvements.					
4. My peer group supports me in case of emergencies.					
5. Work requirements are not rigid and flexibility is displayed to accommodate employee requests.					
6. My company encourages the employee to use technology for office communications.					
7. My company encourages the staff members to identify a peer support resource to share job responsibilities in case of emergencies.					
8. Requests for flexible work arrangements are handled equitably without any bias.					
9. My supervisor expresses willingness on discussions about the work flexibility issues.					

Section D: Job Communication

Instructions: The items that follow are related to how you view your capacity. Please choose one of the five options on the range of 1 to 5 to show your level of agreement (1 = strongly disagree; 5 = strongly agree). Please **SELECT** the number that best fits your circumstances.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

	1	2	3	4	5
1. My superior provides sufficient amounts of useful information that I understand.					
2. My superior share and respond to information in a timely manner.					
3. My superior actively listens to my viewpoints.					
4. My superior always speaks politely.					
5. I know what I am expected to achieve when I am given a task at work.					
6. My superior maintains essential information flows to me.					
7. I always avoid using harsh language when communicate with colleagues.					
8. I use polite language to advise my colleagues.					
9. I use appropriate language to address others.					
10. I try to interact with colleagues nicely at work.					
11. I always respect my colleagues' views.					
12. I help someone without being asked.					

Section E: Job Environment

Instructions: The items that follow are related to how you view your capacity. Please choose one of the five options on the range of 1 to 5 to show your level of agreement (1 = strongly disagree; 5 = strongly agree). Please **SELECT** the number that best fits your circumstances.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

	1	2	3	4	5
1. My furniture is flexible to adjust, rearrange or reorganize my workspace.					
2. My furniture is comfortable enough so that I can work without getting tired during long hours.					
3. I have adequate and comfortable in my office.					
4. My work environment is quiet.					
5. I am able to have quiet and understand time alone.					
6. Sweeper also cleans the office during office hours without disturbing any work of employee.					
7. My workspace is provided with efficient lighting.					
8. Ample amount of natural light comes into my office.					
9. Number of windows in my work area complete my fresh air and light need.					
10. My work area is sufficiently equipped for my typical needs (normal, storage, movements, etc.)					

Thank you so much for completing this survey



Universiti Utara Malaysia

Our Ref : UUM/UUMKL/P-02/
Date : 8th February 2023

COLLECTION OF DATA FOR RESEARCH PAPER PURPOSE

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of (Human Resource Management). She are required to collect data from your organization as requirement for the BPMZ69912 Research Paper this semester.

No.	Name	Matric No.	I/D No.
1.	LIM SHIN YAU	828299	840131045076

Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"KNOWLEDGE, VIRTUE AND SERVICE"

"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,



Assistant Registrar
Universiti Utara Malaysia
Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix C: SPSS Output

Reliability

Scale: EP

Case Processing Summary

		N	%
Cases	Valid	201	100.0
	Excluded ^a	0	.0
	Total	201	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.853	.856	10

Item Statistics

	Mean	Std. Deviation	N
Employee Performance 1	4.06	.840	201
Employee Performance 2	4.04	.692	201
Employee Performance 3	4.23	.712	201
Employee Performance 4	3.99	.745	201
Employee Performance 5	4.00	.689	201
Employee Performance 6	4.08	.695	201
Employee Performance 7	4.07	.718	201
Employee Performance 8	4.16	.699	201
Employee Performance 9	4.25	.747	201
Employee Performance 10	4.25	.693	201

Inter-Item Correlation Matrix

	Employee Performance 1	Employee Performance 2	Employee Performance 3	Employee Performance 4	Employee Performance 5	Employee Performance 6	Employee Performance 7	Employee Performance 8	Employee Performance 9	Employee Performance 10
Employee Performance 1	1.000	.349	.336	.329	.284	.274	.242	.230	.231	.223
Employee Performance 2	.349	1.000	.337	.370	.293	.451	.317	.411	.397	.375
Employee Performance 3	.336	.337	1.000	.252	.344	.437	.419	.417	.362	.378
Employee Performance 4	.329	.370	.252	1.000	.448	.417	.376	.322	.303	.366
Employee Performance 5	.284	.293	.344	.448	1.000	.479	.515	.341	.240	.353
Employee Performance 6	.274	.451	.437	.417	.479	1.000	.560	.529	.385	.394
Employee Performance 7	.242	.317	.419	.376	.515	.560	1.000	.575	.294	.306
Employee Performance 8	.230	.411	.417	.322	.341	.529	.575	1.000	.362	.440
Employee Performance 9	.231	.397	.362	.303	.240	.385	.294	.362	1.000	.699
Employee Performance 10	.223	.375	.378	.366	.353	.394	.306	.440	.699	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.113	3.985	4.254	.269	1.067	.010	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Employee Performance 1	37.07	18.889	.408	.216	.855
Employee Performance 2	37.09	18.786	.552	.337	.839
Employee Performance 3	36.91	18.696	.548	.327	.840
Employee Performance 4	37.15	18.618	.530	.326	.841
Employee Performance 5	37.13	18.813	.550	.397	.840
Employee Performance 6	37.05	18.162	.663	.484	.830
Employee Performance 7	37.06	18.361	.602	.498	.835
Employee Performance 8	36.97	18.449	.607	.464	.835
Employee Performance 9	36.89	18.532	.542	.526	.840
Employee Performance 10	36.88	18.556	.593	.561	.836

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
41.13	22.577	4.752	10

Scale: FWA

Case Processing Summary

		N	%
Cases	Valid	201	100.0
	Excluded ^a	0	.0
	Total	201	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.870	9

Item Statistics

	Mean	Std. Deviation	N
Flexible Working Arrangement 1	3.85	.847	201
Flexible Working Arrangement 2	3.80	.918	201
Flexible Working Arrangement 3	3.82	.889	201
Flexible Working Arrangement 4	3.99	.806	201
Flexible Working Arrangement 5	3.89	.850	201
Flexible Working Arrangement 6	4.12	.800	201
Flexible Working Arrangement 7	3.92	.868	201
Flexible Working Arrangement 8	3.88	.898	201
Flexible Working Arrangement 9	3.84	.869	201

Inter-Item Correlation Matrix

	Flexible Working Arrangement 1	Flexible Working Arrangement 2	Flexible Working Arrangement 3	Flexible Working Arrangement 4	Flexible Working Arrangement 5	Flexible Working Arrangement 6	Flexible Working Arrangement 7	Flexible Working Arrangement 8	Flexible Working Arrangement 9
Flexible Working Arrangement 1									
Flexible Working Arrangement 2									
Flexible Working Arrangement 3									
Flexible Working Arrangement 4									
Flexible Working Arrangement 5									
Flexible Working Arrangement 6									
Flexible Working Arrangement 7									
Flexible Working Arrangement 8									
Flexible Working Arrangement 9									

Flexible									
Working	1.000	.661	.521	.408	.351	.249	.385	.575	.566
Arrangement 1									
Flexible									
Working	.661	1.000	.591	.382	.290	.198	.318	.462	.530
Arrangement 2									
Flexible									
Working	.521	.591	1.000	.409	.382	.335	.389	.436	.531
Arrangement 3									
Flexible									
Working	.408	.382	.409	1.000	.378	.405	.463	.461	.369
Arrangement 4									
Flexible									
Working	.351	.290	.382	.378	1.000	.389	.530	.448	.449
Arrangement 5									
Flexible									
Working	.249	.198	.335	.405	.389	1.000	.346	.362	.389
Arrangement 6									
Flexible									
Working	.385	.318	.389	.463	.530	.346	1.000	.456	.394
Arrangement 7									
Flexible									
Working	.575	.462	.436	.461	.448	.362	.456	1.000	.514
Arrangement 8									
Flexible									
Working	.566	.530	.531	.369	.449	.389	.394	.514	1.000
Arrangement 9									

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.900	3.796	4.124	.328	1.087	.010	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Flexible Working Arrangement 1	31.25	23.280	.671	.561	.850
Flexible Working Arrangement 2	31.31	23.224	.612	.540	.856
Flexible Working Arrangement 3	31.29	23.186	.643	.461	.853
Flexible Working Arrangement 4	31.11	24.252	.577	.365	.859
Flexible Working Arrangement 5	31.22	24.052	.565	.390	.860
Flexible Working Arrangement 6	30.98	25.150	.461	.285	.869
Flexible Working Arrangement 7	31.18	23.841	.577	.397	.859
Flexible Working Arrangement 8	31.22	22.965	.664	.466	.851
Flexible Working Arrangement 9	31.26	23.115	.672	.483	.850

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.10	29.484	5.430	9

Scale: JC

Case Processing Summary

	N	%
Cases Valid	201	100.0
Excluded ^a	0	.0
Total	201	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.874	.876	12

Item Statistics

	Mean	Std. Deviation	N
Job Communication 1	3.80	.806	201
Job Communication 2	3.85	.901	201
Job Communication 3	3.84	.904	201
Job Communication 4	4.01	.889	201
Job Communication 5	4.11	.677	201
Job Communication 6	3.91	.778	201
Job Communication 7	4.32	.734	201
Job Communication 8	4.33	.679	201
Job Communication 9	4.29	.704	201
Job Communication 10	4.34	.652	201
Job Communication 11	4.34	.676	201
Job Communication 12	4.04	.820	201

Inter-Item Correlation Matrix

	Job Comm unicati on 1	Job Comm unicati on 2	Job Comm unicati on 3	Job Comm unicati on 4	Job Comm unicati on 5	Job Comm unicati on 6	Job Comm unicati on 7	Job Comm unicati on 8	Job Comm unicati on 9	Job Comm unicati on 10	Job Comm unicati on 11	Job Comm unicati on 12
Job Communic ation 1	1.000	.680	.620	.540	.251	.599	.184	.220	.137	.110	.282	.263
Job Communic ation 2	.680	1.000	.712	.433	.364	.592	.143	.238	.181	.209	.260	.321
Job Communic ation 3	.620	.712	1.000	.568	.332	.539	.298	.373	.287	.273	.322	.360
Job Communic ation 4	.540	.433	.568	1.000	.239	.486	.279	.260	.171	.158	.261	.239
Job Communic ation 5	.251	.364	.332	.239	1.000	.399	.262	.400	.405	.346	.388	.360
Job Communic ation 6	.599	.592	.539	.486	.399	1.000	.202	.163	.178	.152	.224	.343
Job Communic ation 7	.184	.143	.298	.279	.262	.202	1.000	.632	.595	.516	.606	.300
Job Communic ation 8	.220	.238	.373	.260	.400	.163	.632	1.000	.647	.561	.690	.368
Job Communic ation 9	.137	.181	.287	.171	.405	.178	.595	.647	1.000	.657	.631	.350
Job Communic ation 10	.110	.209	.273	.158	.346	.152	.516	.561	.657	1.000	.609	.327
Job Communic ation 11	.282	.260	.322	.261	.388	.224	.606	.690	.631	.609	1.000	.432
Job Communic ation 12	.263	.321	.360	.239	.360	.343	.300	.368	.350	.327	.432	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.097	3.801	4.343	.542	1.143	.048	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job Communication 1	45.37	30.404	.571	.593	.864
Job Communication 2	45.32	29.460	.599	.643	.862
Job Communication 3	45.33	28.703	.682	.632	.856
Job Communication 4	45.16	30.265	.519	.419	.868
Job Communication 5	45.06	31.766	.512	.339	.867
Job Communication 6	45.26	30.665	.564	.511	.864
Job Communication 7	44.85	31.238	.531	.516	.866
Job Communication 8	44.84	31.035	.612	.616	.862
Job Communication 9	44.88	31.246	.557	.594	.865
Job Communication 10	44.83	31.901	.517	.516	.867
Job Communication 11	44.83	30.905	.635	.618	.861
Job Communication 12	45.12	30.909	.499	.286	.868

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
49.17	36.131	6.011	12

Scale: JE

Case Processing Summary

		N	%
Cases	Valid	201	100.0
	Excluded ^a	0	.0
	Total	201	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.835	.839	10

Item Statistics

	Mean	Std. Deviation	N
Job Environment 1	3.49	1.073	201
Job Environment 2	3.66	.946	201
Job Environment 3	3.73	.927	201
Job Environment 4	3.67	1.011	201
Job Environment 5	3.84	.886	201
Job Environment 6	3.83	.996	201
Job Environment 7	3.92	.979	201
Job Environment 8	3.55	1.170	201
Job Environment 9	3.46	1.245	201
Job Environment 10	3.84	.835	201

Inter-Item Correlation Matrix

	Job Environ ment 1	Job Environ ment 2	Job Environ ment 3	Job Environ ment 4	Job Environ ment 5	Job Environ ment 6	Job Environ ment 7	Job Environ ment 8	Job Environ ment 9	Job Environ ment 10
Job Environme nt 1	1.000	.587	.572	.268	.287	.209	.182	.320	.334	.285
Job Environme nt 2	.587	1.000	.720	.479	.401	.337	.261	.308	.340	.480
Job Environme nt 3	.572	.720	1.000	.426	.470	.285	.173	.286	.287	.381
Job Environme nt 4	.268	.479	.426	1.000	.483	.297	.058	.136	.196	.315
Job Environme nt 5	.287	.401	.470	.483	1.000	.310	.146	.152	.230	.417
Job Environme nt 6	.209	.337	.285	.297	.310	1.000	.252	.191	.196	.333
Job Environme nt 7	.182	.261	.173	.058	.146	.252	1.000	.534	.455	.399
Job Environme nt 8	.320	.308	.286	.136	.152	.191	.534	1.000	.737	.420
Job Environme nt 9	.334	.340	.287	.196	.230	.196	.455	.737	1.000	.505
Job Environme nt 10	.285	.480	.381	.315	.417	.333	.399	.420	.505	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.698	3.458	3.915	.458	1.132	.026	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job Environment 1	33.49	33.761	.521	.417	.821
Job Environment 2	33.31	33.106	.680	.637	.806
Job Environment 3	33.25	33.858	.620	.593	.812
Job Environment 4	33.30	35.162	.435	.352	.829
Job Environment 5	33.13	35.527	.482	.377	.824
Job Environment 6	33.14	35.684	.398	.199	.832
Job Environment 7	33.06	35.426	.431	.351	.829
Job Environment 8	33.43	32.656	.552	.604	.818
Job Environment 9	33.52	31.711	.581	.597	.815
Job Environment 10	33.14	34.620	.619	.440	.814

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
36.98	41.404	6.435	10

Linearity

Means

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
EP * FWA	201	100.0%	0	0.0%	201	100.0%
EP * JC	201	100.0%	0	0.0%	201	100.0%
EP * JE	201	100.0%	0	0.0%	201	100.0%

EP * FWA

Report

EP

FWA	Mean	N	Std. Deviation
2.11	3.5000	1	.
2.44	3.4500	2	.35355
2.56	3.3000	2	1.13137
2.67	3.7500	2	.63640
2.78	3.5800	5	.69065
2.89	4.1250	4	.29861
3.00	3.5750	4	.96047
3.11	3.7375	8	.47189
3.22	3.8750	8	.39911
3.33	3.7400	5	.53666
3.44	3.7000	5	.35355
3.56	3.7400	10	.29889
3.67	3.9444	9	.49526
3.78	4.3818	11	.28220
3.89	4.2714	7	.45356
4.00	4.1822	45	.33254
4.11	4.0800	15	.22741
4.22	4.4000	11	.33764
4.33	4.3000	4	.31623
4.44	4.2923	13	.35464
4.56	4.2250	4	.26300
4.67	4.4250	8	.35355
4.78	4.6400	5	.29665
4.89	4.3250	4	.35940
5.00	4.5444	9	.49777
Total	4.1134	201	.47515

ANOVA Table

				Sum of Squares	df	Mean Square	F	Sig.
EP * FWA	Between Groups	(Combined)		16.935	24	.706	4.401	.000
		Linearity		12.659	1	12.659	78.954	.000
		Deviation from Linearity		4.276	23	.186	1.159	.288
	Within Groups			28.219	176	.160		
	Total			45.154	200			

Measures of Association

	R	R Squared	Eta	Eta Squared
EP * FWA	.529	.280	.612	.375



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EP * JC

Report

EP

JC	Mean	N	Std. Deviation
2.42	4.0000	1	.
2.92	3.0000	2	.00000
3.00	3.2429	7	.81416
3.08	3.4000	1	.
3.17	3.3200	5	.31145
3.33	3.8000	3	.88882
3.42	3.3000	1	.
3.50	3.8500	2	.07071
3.58	3.7714	7	.41918
3.67	3.9714	7	.26904
3.75	3.9000	8	.46291
3.83	3.9857	7	.41404
3.92	4.0643	14	.24995
4.00	4.0818	33	.30151
4.08	4.2385	13	.23993
4.17	4.2083	12	.23916
4.25	4.2700	10	.43474
4.33	4.4167	6	.24014
4.42	4.3700	10	.41913
4.50	4.2300	10	.29078
4.58	4.3143	14	.38402
4.67	4.6000	1	.
4.75	4.4625	8	.40686
4.83	4.4100	10	.32472
4.92	4.2000	4	.16330
5.00	4.8800	5	.17889
Total	4.1134	201	.47515

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.
EP * Between (Combined)	21.581	25	.863	6.409	.000
JC Groups Linearity	17.493	1	17.493	129.868	.000
Deviation from Linearity	4.088	24	.170	1.264	.195
Within Groups	23.573	175	.135		
Total	45.154	200			

Measures of Association

	R	R Squared	Eta	Eta Squared
EP * JC	.622	.387	.691	.478



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EP * JE

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EP

JE	Mean	N	Std. Deviation
1.80	4.3000	1	.
2.00	5.0000	1	.
2.10	4.7000	1	.
2.30	4.0000	1	.
2.50	3.8500	2	.91924
2.60	4.4000	2	.42426
2.70	4.0333	6	.52789
2.80	3.8167	6	.42622
2.90	3.6444	9	.51262
3.00	3.5786	14	.62656
3.10	3.7600	5	.53198
3.20	3.8667	6	.56451
3.30	4.1000	7	.50332
3.40	4.1625	8	.31595
3.50	4.1000	7	.24495
3.60	4.0333	6	.25033
3.70	4.0091	11	.50489
3.80	4.1706	17	.34235
3.90	4.1067	15	.30814
4.00	4.0636	22	.19891
4.10	4.3000	5	.46368
4.20	4.3375	8	.37009
4.30	4.4100	10	.32813
4.40	4.2286	7	.36839
4.50	4.4833	6	.44008
4.60	4.5833	6	.33116
4.70	4.3000	3	.43589
4.80	4.6500	2	.07071
4.90	4.5250	4	.41130
5.00	4.9333	3	.11547
Total	4.1134	201	.47515

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
EP * JE	Between Groups	16.381	29	.565	3.357	.000
	Linearity	7.211	1	7.211	42.858	.000
	Deviation from Linearity	9.170	28	.328	1.946	.005
	Within Groups	28.772	171	.168		
	Total	45.154	200			

Measures of Association

	R	R Squared	Eta	Eta Squared
EP * JE	.400	.160	.602	.363

Normality

Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EP	201	100.0%	0	0.0%	201	100.0%
FWA	201	100.0%	0	0.0%	201	100.0%
JC	201	100.0%	0	0.0%	201	100.0%
JE	201	100.0%	0	0.0%	201	100.0%

Descriptives

		Statistic	Std. Error
EP	Mean	4.1134	.03351
	95% Confidence Interval for Mean	Lower Bound	4.0473
		Upper Bound	4.1795
	5% Trimmed Mean	4.1282	
	Median	4.1000	
	Variance	.226	
	Std. Deviation	.47515	
	Minimum	2.50	
	Maximum	5.00	
	Range	2.50	
	Interquartile Range	.50	
	Skewness	-.416	.172
	Kurtosis	.589	.341
FWA	Mean	3.9005	.04256
	95% Confidence Interval for Mean	Lower Bound	3.8166
		Upper Bound	3.9844
	5% Trimmed Mean	3.9135	
	Median	4.0000	
	Variance	.364	
	Std. Deviation	.60332	
	Minimum	2.11	
	Maximum	5.00	
	Range	2.89	
	Interquartile Range	.67	
	Skewness	-.371	.172
	Kurtosis	-.100	.341
JC	Mean	4.0974	.03533
	95% Confidence Interval for Mean	Lower Bound	4.0278
		Upper Bound	4.1671
	5% Trimmed Mean	4.1152	
	Median	4.0833	
	Variance	.251	
	Std. Deviation	.50091	
	Minimum	2.42	
	Maximum	5.00	
	Range	2.58	
	Interquartile Range	.67	

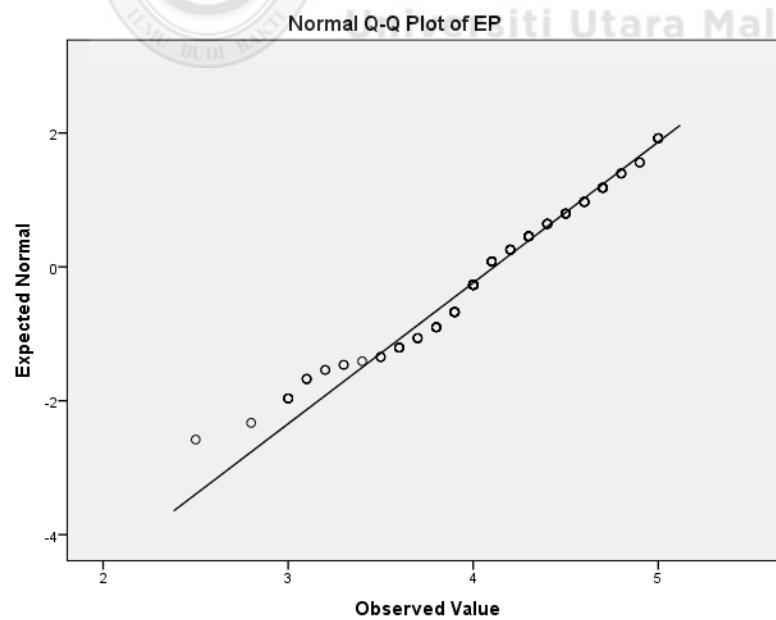
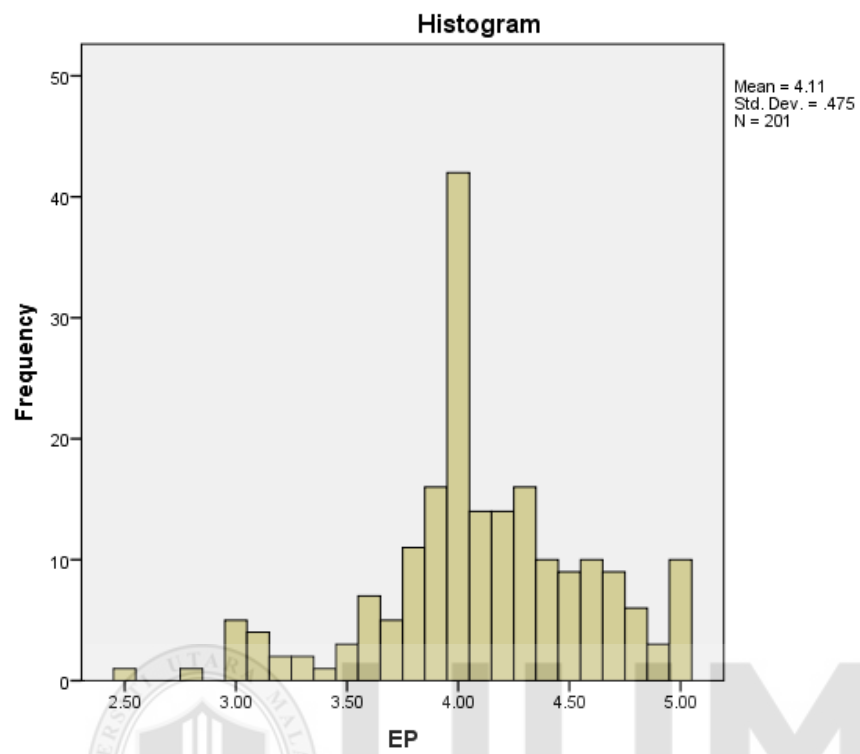
JE	Skewness		-.465	.172
	Kurtosis		.228	.341
	Mean		3.6975	.04539
	95% Confidence Interval for Mean	Lower Bound	3.6080	
		Upper Bound	3.7870	
	5% Trimmed Mean		3.7044	
	Median		3.8000	
	Variance		.414	
	Std. Deviation		.64346	
	Minimum		1.80	
	Maximum		5.00	
	Range		3.20	
	Interquartile Range		.90	
	Skewness		-.251	.172
	Kurtosis		-.341	.341

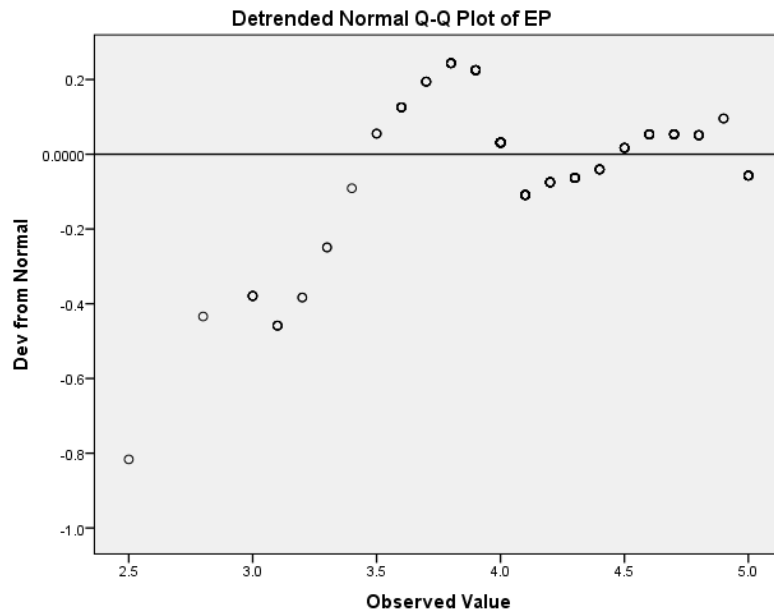
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EP	.118	201	.000	.962	201	.000
FWA	.153	201	.000	.969	201	.000
JC	.105	201	.000	.966	201	.000
JE	.101	201	.000	.982	201	.012

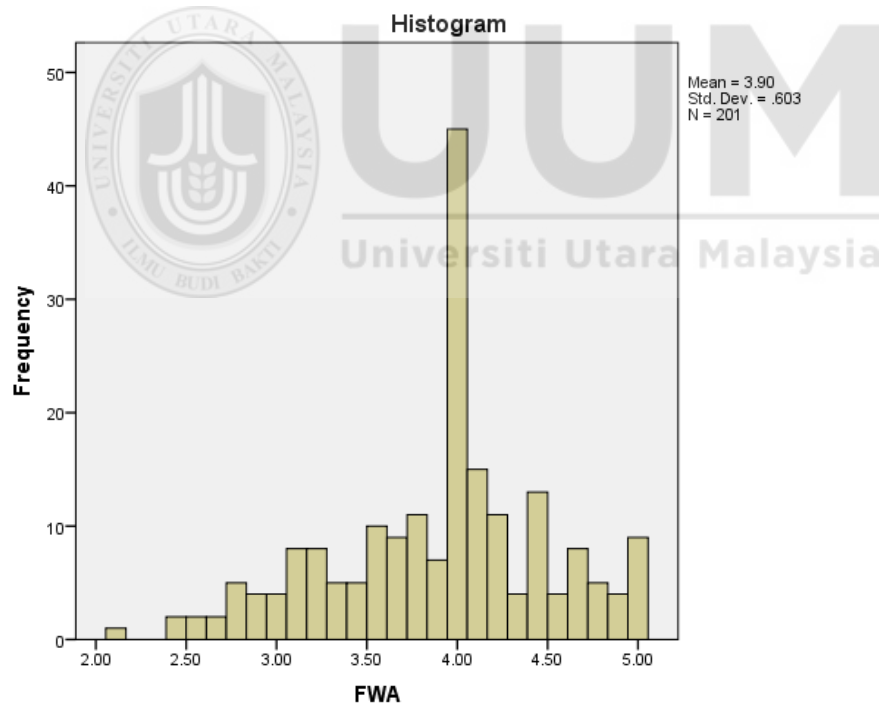
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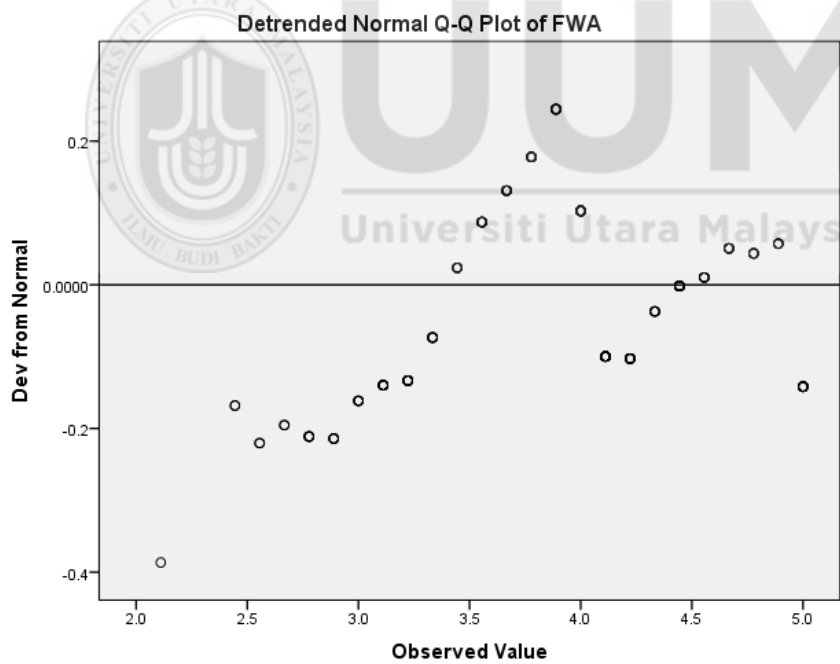
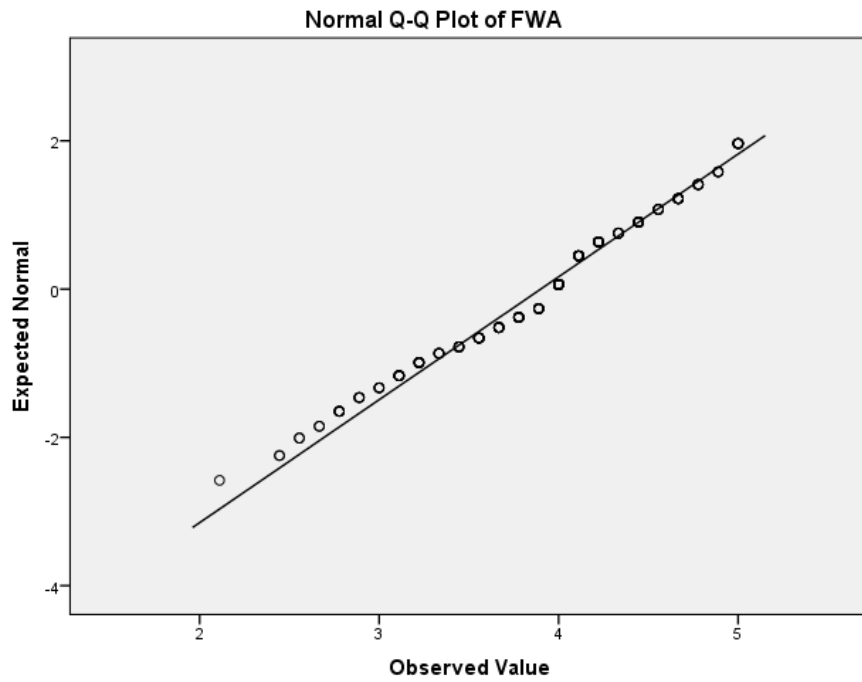
EP



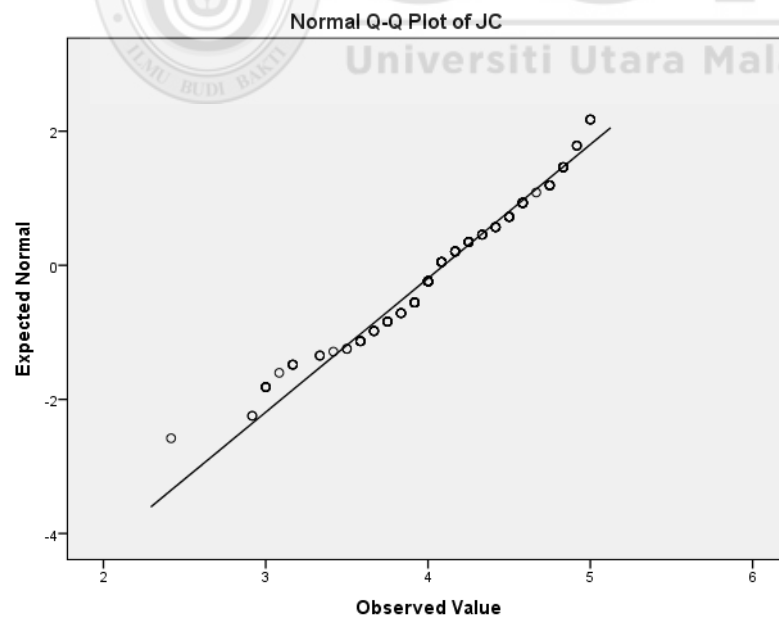
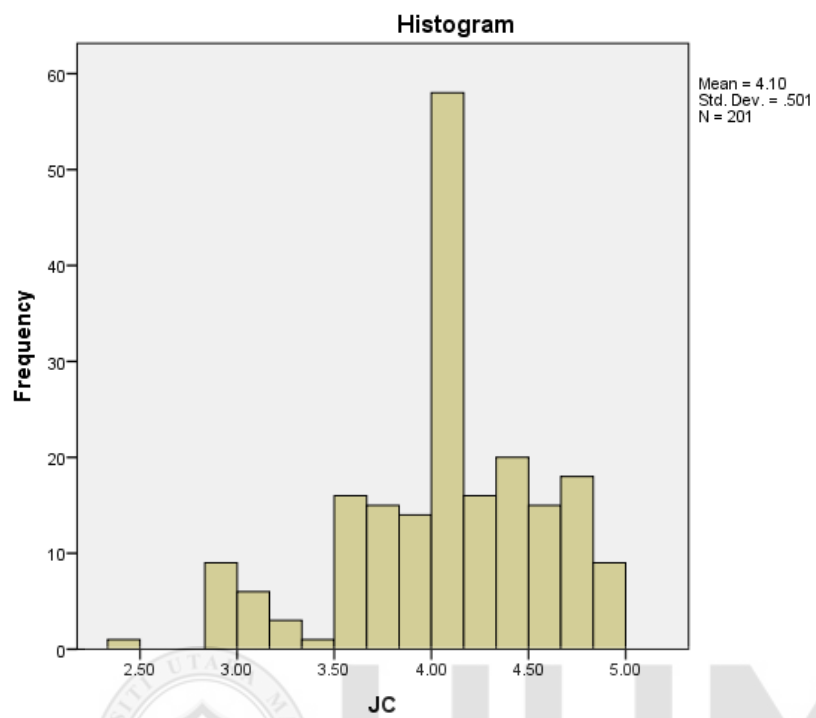


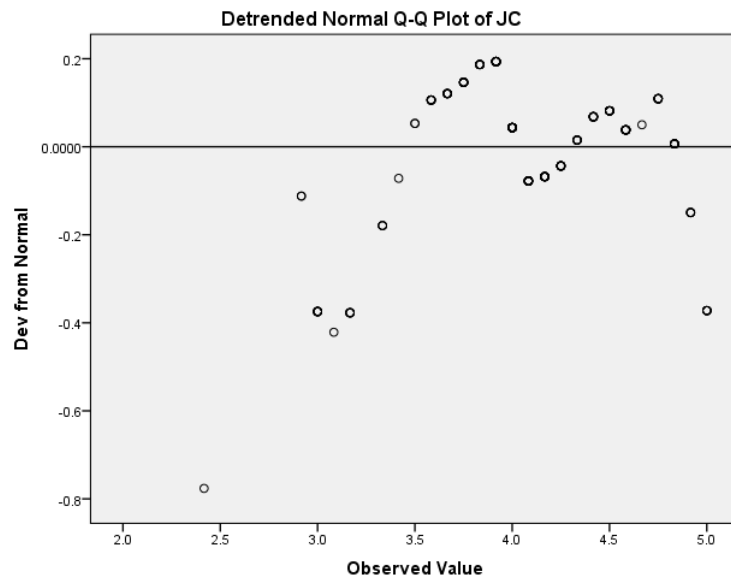
FWA



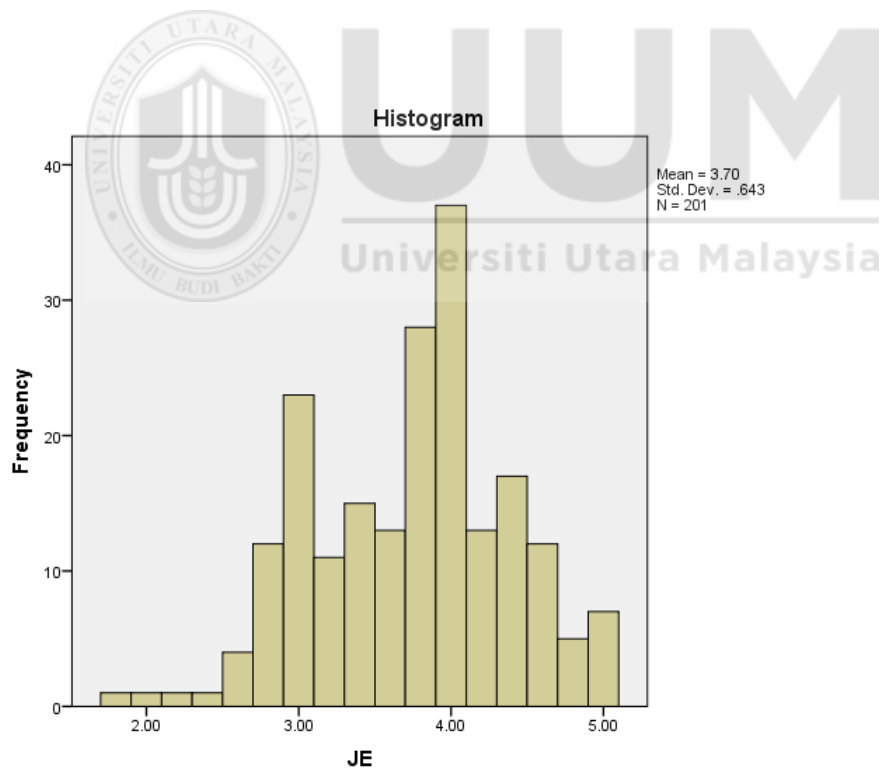


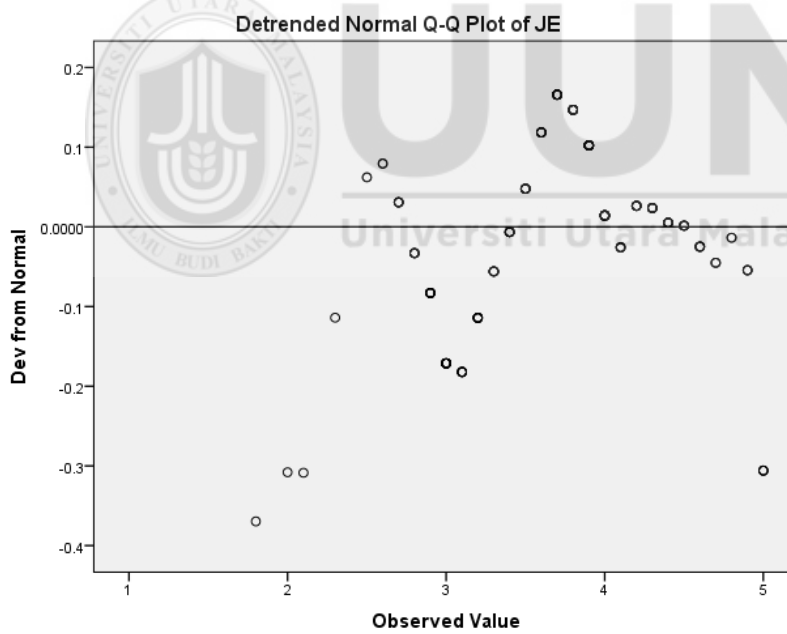
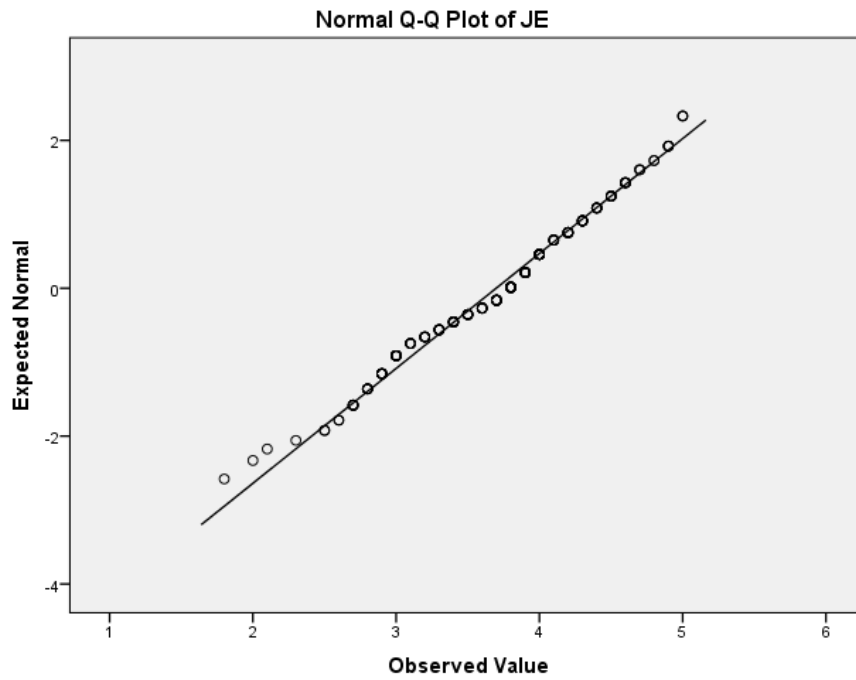
JC





JE





OUTLINERS

Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EP	201	100.0%	0	0.0%	201	100.0%
FWA	201	100.0%	0	0.0%	201	100.0%
JC	201	100.0%	0	0.0%	201	100.0%
JE	201	100.0%	0	0.0%	201	100.0%

Descriptives

		Statistic	Std. Error
EP	Mean	4.1134	.03351
	95% Confidence Interval for Lower Bound	4.0473	
	Mean Upper Bound	4.1795	
	5% Trimmed Mean	4.1282	
	Median	4.1000	
	Variance	.226	
	Std. Deviation	.47515	
	Minimum	2.50	
	Maximum	5.00	
	Range	2.50	
	Interquartile Range	.50	
	Skewness	-.416	.172
	Kurtosis	.589	.341
FWA	Mean	3.9005	.04256
	95% Confidence Interval for Lower Bound	3.8166	
	Mean Upper Bound	3.9844	
	5% Trimmed Mean	3.9135	
	Median	4.0000	
	Variance	.364	
	Std. Deviation	.60332	
	Minimum	2.11	
	Maximum	5.00	
	Range	2.89	
	Interquartile Range	.67	

JC	Skewness	-.371	.172
	Kurtosis	-.100	.341
	Mean	4.0974	.03533
	95% Confidence Interval for Lower Bound	4.0278	
	Mean Upper Bound	4.1671	
	5% Trimmed Mean	4.1152	
	Median	4.0833	
	Variance	.251	
	Std. Deviation	.50091	
	Minimum	2.42	
	Maximum	5.00	
	Range	2.58	
	Interquartile Range	.67	
	Skewness	-.465	.172
	Kurtosis	.228	.341
JE	Mean	3.6975	.04539
	95% Confidence Interval for Lower Bound	3.6080	
	Mean Upper Bound	3.7870	
	5% Trimmed Mean	3.7044	
	Median	3.8000	
	Variance	.414	
	Std. Deviation	.64346	
	Minimum	1.80	
	Maximum	5.00	
	Range	3.20	
	Interquartile Range	.90	
	Skewness	-.251	.172
	Kurtosis	-.341	.341

Percentiles

		Percentiles						
		5	10	25	50	75	90	95
Weighted	EP	3.1000	3.6000	3.9000	4.1000	4.4000	4.7000	4.9900
Average(Definition 1)	FWA	2.7778	3.0222	3.5556	4.0000	4.2222	4.6667	4.8889
	JC	3.0083	3.4333	3.8333	4.0833	4.5000	4.7500	4.8333
	JE	2.7000	2.8200	3.2000	3.8000	4.1000	4.5000	4.7000
Tukey's Hinges	EP			3.9000	4.1000	4.4000		
	FWA			3.5556	4.0000	4.2222		
	JC			3.8333	4.0833	4.5000		
	JE			3.2000	3.8000	4.1000		



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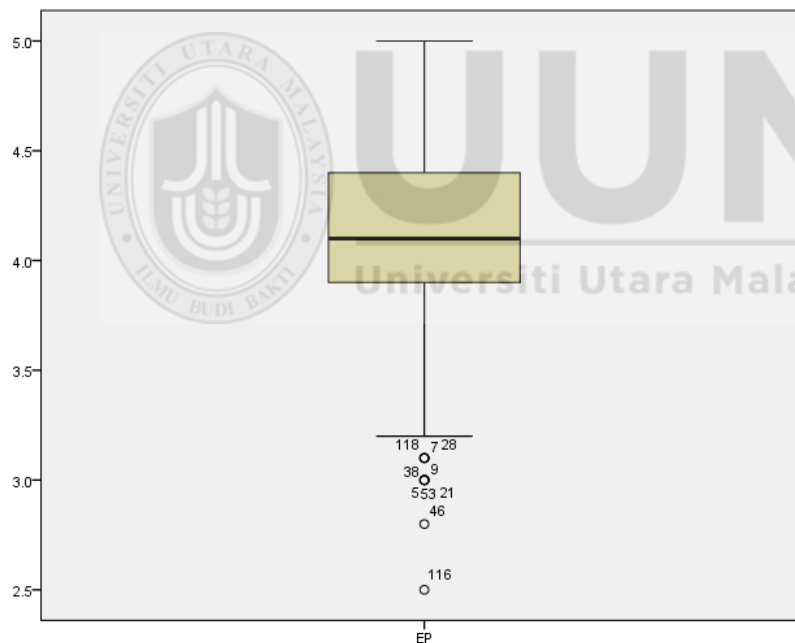
Extreme Values

			Case Number	Value
EP	Highest	1	42	5.00
		2	49	5.00
		3	52	5.00
		4	54	5.00
		5	133	5.00 ^a
	Lowest	1	116	2.50
		2	46	2.80
		3	53	3.00
		4	21	3.00
		5	9	3.00 ^b
FWA	Highest	1	42	5.00
		2	49	5.00
		3	103	5.00
		4	144	5.00
		5	158	5.00 ^a
	Lowest	1	179	2.11
		2	113	2.44
		3	74	2.44
		4	125	2.56
		5	116	2.56
JC	Highest	1	49	5.00
		2	101	5.00
		3	103	5.00
		4	158	5.00
		5	199	5.00
	Lowest	1	115	2.42
		2	53	2.92
		3	5	2.92
		4	118	3.00
		5	116	3.00 ^b
JE	Highest	1	49	5.00
		2	103	5.00
		3	199	5.00
		4	109	4.90
		5	142	4.90 ^c
	Lowest	1	91	1.80

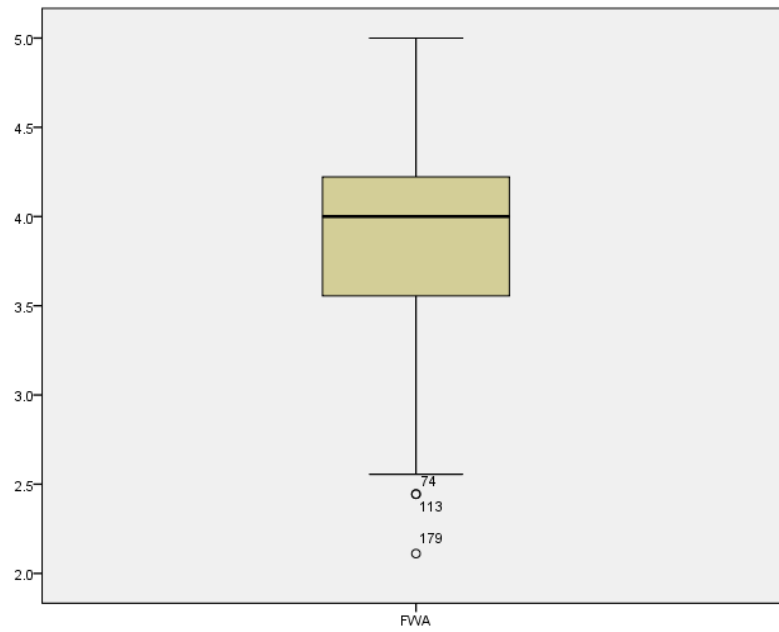
2	133	2.00
3	40	2.10
4	55	2.30
5	65	2.50 ^d

- Only a partial list of cases with the value 5.00 are shown in the table of upper extremes.
- Only a partial list of cases with the value 3.00 are shown in the table of lower extremes.
- Only a partial list of cases with the value 4.90 are shown in the table of upper extremes.
- Only a partial list of cases with the value 2.50 are shown in the table of lower extremes.

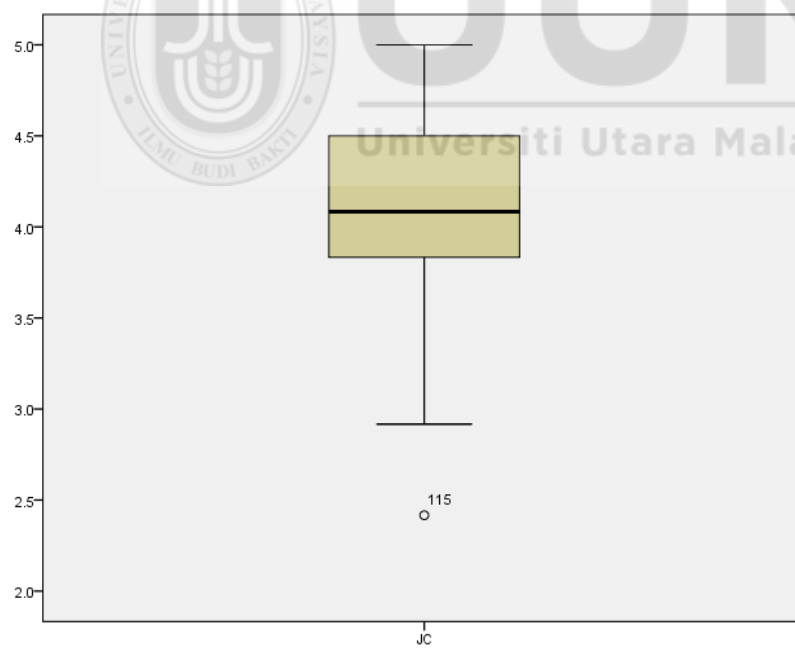
EP



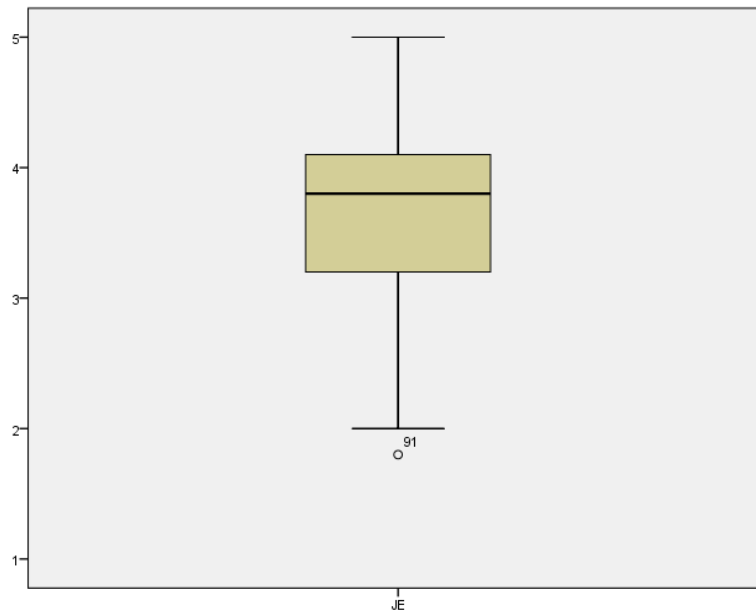
FWA



JC



JE



Frequencies

		Statistics						
		Gender	Age Group	Marital status	Highest education	Income Range	Length of Services	Occupational Rank
N	Valid	201	201	201	201	201	201	201
	Missing	0	0	0	0	0	0	0
Mean		1.65	2.55	1.37	2.87	3.60	2.04	1.93
Std. Deviation		.479	.871	.578	.789	1.787	1.088	.900
Minimum		1	1	1	1	1	1	1
Maximum		2	6	3	5	6	5	5

Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	35.3	35.3	35.3
	Female	130	64.7	64.7	100.0
	Total	201	100.0	100.0	

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years & below	6	3.0	3.0	3.0
	21-30 years old	117	58.2	58.2	61.2
	31-40 years old	44	21.9	21.9	83.1
	41-50 years old	30	14.9	14.9	98.0
	51-60 years old	3	1.5	1.5	99.5
	61 years & above	1	.5	.5	100.0
	Total	201	100.0	100.0	

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	137	68.2	68.2	68.2
	Married	54	26.9	26.9	95.0
	Divorce	10	5.0	5.0	100.0
	Total	201	100.0	100.0	

Highest education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	12	6.0	6.0	6.0
	Diploma	40	19.9	19.9	25.9
	Bachelor Degree	112	55.7	55.7	81.6
	Master Degree	36	17.9	17.9	99.5
	Doctoral Degree	1	.5	.5	100.0
	Total	201	100.0	100.0	

Income Range

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1000 & below	41	20.4	20.4	20.4
	RM1001-RM2000	15	7.5	7.5	27.9
	RM2001-RM3000	42	20.9	20.9	48.8
	RM3001-RM4000	32	15.9	15.9	64.7
	RM4001-RM5000	28	13.9	13.9	78.6
	RM5001 & above	43	21.4	21.4	100.0
	Total	201	100.0	100.0	

Length of Services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	75	37.3	37.3	37.3
	1 year to 3 years	70	34.8	34.8	72.1
	4 years to 6 years	39	19.4	19.4	91.5
	7 years to 9 years	6	3.0	3.0	94.5
	10 years & above	11	5.5	5.5	100.0
	Total	201	100.0	100.0	

Occupational Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Executive	74	36.8	36.8	36.8
	Executive	79	39.3	39.3	76.1
	Manager	41	20.4	20.4	96.5
	C-level	3	1.5	1.5	98.0
	Top management	4	2.0	2.0	100.0
	Total	201	100.0	100.0	

Descriptive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	201	1	2	1.65	.479
Age Group	201	1	6	2.55	.871
Marital status	201	1	3	1.37	.578
Highest education	201	1	5	2.87	.789
Income Range	201	1	6	3.60	1.787
Length of Services	201	1	5	2.04	1.088
Occupational Rank	201	1	5	1.93	.900
Valid N (listwise)	201				

Descriptive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Performance 1	201	1	5	4.06	.840
Employee Performance 2	201	1	5	4.04	.692
Employee Performance 3	201	1	5	4.23	.712
Employee Performance 4	201	2	5	3.99	.745
Employee Performance 5	201	2	5	4.00	.689
Employee Performance 6	201	2	5	4.08	.695
Employee Performance 7	201	1	5	4.07	.718
Employee Performance 8	201	2	5	4.16	.699
Employee Performance 9	201	1	5	4.25	.747
Employee Performance 10	201	2	5	4.25	.693
Valid N (listwise)	201				

Frequencies

Statistics										
	Employee Performance 1	Employee Performance 2	Employee Performance 3	Employee Performance 4	Employee Performance 5	Employee Performance 6	Employee Performance 7	Employee Performance 8	Employee Performance 9	Employee Performance 10
N Valid	201	201	201	201	201	201	201	201	201	201
Missing	0	0	0	0	0	0	0	0	0	0
Mean	4.06	4.04	4.23	3.99	4.00	4.08	4.07	4.16	4.25	4.25
Std. Deviation	.840	.692	.712	.745	.689	.695	.718	.699	.747	.693
Minimum	1	1	1	2	2	2	1	2	1	2
Maximum	5	5	5	5	5	5	5	5	5	5



Frequency Table

Employee Performance 1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.5	1.5	1.5
	Disagree	8	4.0	4.0	5.5
	Neither Agree Nor Disagree	23	11.4	11.4	16.9
	Agree	107	53.2	53.2	70.1
	Strongly Agree	60	29.9	29.9	100.0
Total		201	100.0	100.0	

Employee Performance 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.5	.5	.5
	Disagree	3	1.5	1.5	2.0
	Neither Agree Nor Disagree	29	14.4	14.4	16.4
	Agree	122	60.7	60.7	77.1
	Strongly Agree	46	22.9	22.9	100.0
	Total	201	100.0	100.0	

Employee Performance 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.5	.5	.5
	Disagree	1	.5	.5	1.0
	Neither Agree Nor Disagree	24	11.9	11.9	12.9
	Agree	100	49.8	49.8	62.7
	Strongly Agree	75	37.3	37.3	100.0
	Total	201	100.0	100.0	

Employee Performance 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	3.5	3.5	3.5
	Neither Agree Nor Disagree	36	17.9	17.9	21.4
	Agree	111	55.2	55.2	76.6
	Strongly Agree	47	23.4	23.4	100.0
	Total	201	100.0	100.0	

Employee Performance 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	2.0	2.0	2.0
	Neither Agree Nor Disagree	35	17.4	17.4	19.4
	Agree	118	58.7	58.7	78.1
	Strongly Agree	44	21.9	21.9	100.0
	Total	201	100.0	100.0	

Employee Performance 6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	2.5	2.5	2.5
Neither Agree Nor Disagree	26	12.9	12.9	15.4
Agree	118	58.7	58.7	74.1
Strongly Agree	52	25.9	25.9	100.0
Total	201	100.0	100.0	

Employee Performance 7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.5	.5	.5
Disagree	3	1.5	1.5	2.0
Neither Agree Nor Disagree	30	14.9	14.9	16.9
Agree	114	56.7	56.7	73.6
Strongly Agree	53	26.4	26.4	100.0
Total	201	100.0	100.0	

Employee Performance 8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	4	2.0	2.0	2.0
Neither Agree Nor Disagree	23	11.4	11.4	13.4
Agree	110	54.7	54.7	68.2
Strongly Agree	64	31.8	31.8	100.0
Total	201	100.0	100.0	

Employee Performance 9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.5	.5	.5
Disagree	2	1.0	1.0	1.5
Neither Agree Nor Disagree	25	12.4	12.4	13.9
Agree	91	45.3	45.3	59.2
Strongly Agree	82	40.8	40.8	100.0
Total	201	100.0	100.0	

Employee Performance 10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	1.0	1.0	1.0
Neither Agree Nor Disagree	23	11.4	11.4	12.4
Agree	98	48.8	48.8	61.2
Strongly Agree	78	38.8	38.8	100.0
Total	201	100.0	100.0	

FWA

Frequencies

Statistics

	Flexible Working Arrangement 1	Flexible Working Arrangement 2	Flexible Working Arrangement 3	Flexible Working Arrangement 4	Flexible Working Arrangement 5	Flexible Working Arrangement 6	Flexible Working Arrangement 7	Flexible Working Arrangement 8	Flexible Working Arrangement 9
N Valid	201	201	201	201	201	201	201	201	201
Missing	0	0	0	0	0	0	0	0	0
Mean	3.85	3.80	3.82	3.99	3.89	4.12	3.92	3.88	3.84
Std. Deviation	.847	.918	.889	.806	.850	.800	.868	.898	.869
Minimum	1	1	1	2	1	2	1	1	1
Maximum	5	5	5	5	5	5	5	5	5

Frequency Table

Flexible Working Arrangement 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.5	1.5	1.5
Disagree	10	5.0	5.0	6.5
Neither Agree Nor Disagree	41	20.4	20.4	26.9
Agree	107	53.2	53.2	80.1
Strongly Agree	40	19.9	19.9	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.5	1.5	1.5
Disagree	15	7.5	7.5	9.0
Neither Agree Nor Disagree	46	22.9	22.9	31.8
Agree	93	46.3	46.3	78.1
Strongly Agree	44	21.9	21.9	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.0	1.0	1.0
Disagree	16	8.0	8.0	9.0
Neither Agree Nor Disagree	41	20.4	20.4	29.4
Agree	100	49.8	49.8	79.1
Strongly Agree	42	20.9	20.9	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	9	4.5	4.5	4.5
Neither Agree Nor Disagree	39	19.4	19.4	23.9
Agree	98	48.8	48.8	72.6
Strongly Agree	55	27.4	27.4	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.5	1.5	1.5
Disagree	7	3.5	3.5	5.0
Neither Agree Nor Disagree	46	22.9	22.9	27.9
Agree	99	49.3	49.3	77.1
Strongly Agree	46	22.9	22.9	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	9	4.5	4.5	4.5
Neither Agree Nor Disagree	26	12.9	12.9	17.4
Agree	97	48.3	48.3	65.7
Strongly Agree	69	34.3	34.3	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	2.5	2.5	2.5
Disagree	6	3.0	3.0	5.5
Neither Agree Nor Disagree	36	17.9	17.9	23.4
Agree	107	53.2	53.2	76.6
Strongly Agree	47	23.4	23.4	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.0	1.0	1.0
Disagree	12	6.0	6.0	7.0
Neither Agree Nor Disagree	46	22.9	22.9	29.9
Agree	89	44.3	44.3	74.1
Strongly Agree	52	25.9	25.9	100.0
Total	201	100.0	100.0	

Flexible Working Arrangement 9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.0	2.0	2.0
Disagree	8	4.0	4.0	6.0
Neither Agree Nor Disagree	46	22.9	22.9	28.9
Agree	101	50.2	50.2	79.1
Strongly Agree	42	20.9	20.9	100.0
Total	201	100.0	100.0	

Descriptives

		Descriptive Statistics				
		N	Minimum	Maximum	Mean	Std. Deviation
Flexible	Working	201	1	5	3.85	.847
Arrangement 1						
Flexible	Working	201	1	5	3.80	.918
Arrangement 2						
Flexible	Working	201	1	5	3.82	.889
Arrangement 3						
Flexible	Working	201	2	5	3.99	.806
Arrangement 4						
Flexible	Working	201	1	5	3.89	.850
Arrangement 5						
Flexible	Working	201	2	5	4.12	.800
Arrangement 6						
Flexible	Working	201	1	5	3.92	.868
Arrangement 7						
Flexible	Working	201	1	5	3.88	.898
Arrangement 8						
Flexible	Working	201	1	5	3.84	.869
Arrangement 9						
Valid N (listwise)		201				

JC

Frequencies

Statistics												
	Job Com munic ation 1	Job Com munic ation 2	Job Com munic ation 3	Job Com munic ation 4	Job Com munic ation 5	Job Com munic ation 6	Job Com munic ation 7	Job Com munic ation 8	Job Com munic ation 9	Job Com munic ation 10	Job Com munic ation 11	Job Com munic ation 12
N Val id	201	201	201	201	201	201	201	201	201	201	201	201
Mis sin g	0	0	0	0	0	0	0	0	0	0	0	0
Mean	3.80	3.85	3.84	4.01	4.11	3.91	4.32	4.33	4.29	4.34	4.34	4.04
Std. Deviati on	.806	.901	.904	.889	.677	.778	.734	.679	.704	.652	.676	.820
Minimu m	1	1	1	1	2	1	1	1	2	2	2	1
Maximu m	5	5	5	5	5	5	5	5	5	5	5	5

Frequency Table

Job Communication 1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.0	2.0	2.0
	Disagree	6	3.0	3.0	5.0
	Neither Agree Nor Disagree	47	23.4	23.4	28.4
	Agree	113	56.2	56.2	84.6
	Strongly Agree	31	15.4	15.4	100.0
	Total	201	100.0	100.0	

Job Communication 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.0	2.0	2.0
	Disagree	12	6.0	6.0	8.0
	Neither Agree Nor Disagree	39	19.4	19.4	27.4
	Agree	102	50.7	50.7	78.1
	Strongly Agree	44	21.9	21.9	100.0
	Total	201	100.0	100.0	

Job Communication 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.0	1.0	1.0
	Disagree	14	7.0	7.0	8.0
	Neither Agree Nor Disagree	47	23.4	23.4	31.3
	Agree	90	44.8	44.8	76.1
	Strongly Agree	48	23.9	23.9	100.0
	Total	201	100.0	100.0	

Job Communication 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.5	1.5	1.5
	Disagree	9	4.5	4.5	6.0
	Neither Agree Nor Disagree	33	16.4	16.4	22.4
	Agree	94	46.8	46.8	69.2
	Strongly Agree	62	30.8	30.8	100.0
	Total	201	100.0	100.0	

Job Communication 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	2.0	2.0	2.0
	Neither Agree Nor Disagree	24	11.9	11.9	13.9
	Agree	119	59.2	59.2	73.1
	Strongly Agree	54	26.9	26.9	100.0
	Total	201	100.0	100.0	

Job Communication 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.5	.5	.5
	Disagree	8	4.0	4.0	4.5
	Neither Agree Nor Disagree	41	20.4	20.4	24.9
	Agree	110	54.7	54.7	79.6
	Strongly Agree	41	20.4	20.4	100.0
	Total	201	100.0	100.0	

Job Communication 7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.0	1.0	1.0
	Disagree	1	.5	.5	1.5
	Neither Agree Nor Disagree	17	8.5	8.5	10.0
	Agree	92	45.8	45.8	55.7
	Strongly Agree	89	44.3	44.3	100.0
	Total	201	100.0	100.0	

Job Communication 8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.5	.5	.5
	Disagree	1	.5	.5	1.0
	Neither Agree Nor Disagree	15	7.5	7.5	8.5
	Agree	98	48.8	48.8	57.2
	Strongly Agree	86	42.8	42.8	100.0
	Total	201	100.0	100.0	

Job Communication 9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	1.5	1.5	1.5
	Neither Agree Nor Disagree	20	10.0	10.0	11.4
	Agree	94	46.8	46.8	58.2
	Strongly Agree	84	41.8	41.8	100.0
	Total	201	100.0	100.0	

Job Communication 10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	1.0	1.0	1.0
	Neither Agree Nor Disagree	14	7.0	7.0	8.0
	Agree	99	49.3	49.3	57.2
	Strongly Agree	86	42.8	42.8	100.0
	Total	201	100.0	100.0	

Job Communication 11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	.5	.5	.5
Neither Agree Nor Disagree	20	10.0	10.0	10.4
Agree	89	44.3	44.3	54.7
Strongly Agree	91	45.3	45.3	100.0
Total	201	100.0	100.0	

Job Communication 12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.5	.5	.5
Disagree	6	3.0	3.0	3.5
Neither Agree Nor Disagree	39	19.4	19.4	22.9
Agree	92	45.8	45.8	68.7
Strongly Agree	63	31.3	31.3	100.0
Total	201	100.0	100.0	

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Communication 1	201	1	5	3.80	.806
Job Communication 2	201	1	5	3.85	.901
Job Communication 3	201	1	5	3.84	.904
Job Communication 4	201	1	5	4.01	.889
Job Communication 5	201	2	5	4.11	.677
Job Communication 6	201	1	5	3.91	.778
Job Communication 7	201	1	5	4.32	.734
Job Communication 8	201	1	5	4.33	.679
Job Communication 9	201	2	5	4.29	.704
Job Communication 10	201	2	5	4.34	.652
Job Communication 11	201	2	5	4.34	.676
Job Communication 12	201	1	5	4.04	.820
Valid N (listwise)	201				

JE

Frequency Table

Job Environment 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	13	6.5	6.5	6.5
Disagree	20	10.0	10.0	16.4
Neither Agree Nor Disagree	55	27.4	27.4	43.8
Agree	82	40.8	40.8	84.6
Strongly Agree	31	15.4	15.4	100.0
Total	201	100.0	100.0	

Job Environment 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	3.0	3.0	3.0
Disagree	13	6.5	6.5	9.5
Neither Agree Nor Disagree	60	29.9	29.9	39.3
Agree	86	42.8	42.8	82.1
Strongly Agree	36	17.9	17.9	100.0
Total	201	100.0	100.0	

Job Environment 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	2.5	2.5	2.5
Disagree	12	6.0	6.0	8.5
Neither Agree Nor Disagree	55	27.4	27.4	35.8
Agree	90	44.8	44.8	80.6
Strongly Agree	39	19.4	19.4	100.0
Total	201	100.0	100.0	

Job Environment 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	4.0	4.0	4.0
	Disagree	18	9.0	9.0	12.9
	Neither Agree Nor Disagree	44	21.9	21.9	34.8
	Agree	93	46.3	46.3	81.1
	Strongly Agree	38	18.9	18.9	100.0
	Total	201	100.0	100.0	

Job Environment 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.0	2.0	2.0
	Disagree	11	5.5	5.5	7.5
	Neither Agree Nor Disagree	40	19.9	19.9	27.4
	Agree	104	51.7	51.7	79.1
	Strongly Agree	42	20.9	20.9	100.0
	Total	201	100.0	100.0	

Job Environment 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	3.0	3.0	3.0
	Disagree	17	8.5	8.5	11.4
	Neither Agree Nor Disagree	32	15.9	15.9	27.4
	Agree	96	47.8	47.8	75.1
	Strongly Agree	50	24.9	24.9	100.0
	Total	201	100.0	100.0	

Job Environment 7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	3.5	3.5	3.5
Disagree	10	5.0	5.0	8.5
Neither Agree Nor Disagree	33	16.4	16.4	24.9
Agree	94	46.8	46.8	71.6
Strongly Agree	57	28.4	28.4	100.0
Total	201	100.0	100.0	

Job Environment 8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	20	10.0	10.0	10.0
Disagree	15	7.5	7.5	17.4
Neither Agree Nor Disagree	38	18.9	18.9	36.3
Agree	91	45.3	45.3	81.6
Strongly Agree	37	18.4	18.4	100.0
Total	201	100.0	100.0	

Job Environment 9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	22	10.9	10.9	10.9
Disagree	23	11.4	11.4	22.4
Neither Agree Nor Disagree	38	18.9	18.9	41.3
Agree	77	38.3	38.3	79.6
Strongly Agree	41	20.4	20.4	100.0
Total	201	100.0	100.0	

Job Environment 10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.5	1.5	1.5
Disagree	8	4.0	4.0	5.5
Neither Agree Nor Disagree	47	23.4	23.4	28.9
Agree	104	51.7	51.7	80.6
Strongly Agree	39	19.4	19.4	100.0
Total	201	100.0	100.0	

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Environment 1	201	1	5	3.49	1.073
Job Environment 2	201	1	5	3.66	.946
Job Environment 3	201	1	5	3.73	.927
Job Environment 4	201	1	5	3.67	1.011
Job Environment 5	201	1	5	3.84	.886
Job Environment 6	201	1	5	3.83	.996
Job Environment 7	201	1	5	3.92	.979
Job Environment 8	201	1	5	3.55	1.170
Job Environment 9	201	1	5	3.46	1.245
Job Environment 10	201	1	5	3.84	.835
Valid N (listwise)	201				

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
EP	4.1134	.47515	201
FWA	3.9005	.60332	201
JC	4.0974	.50091	201
JE	3.6975	.64346	201

Correlations

		EP	FWA	JC	JE
EP	Pearson Correlation	1	.529**	.622**	.400**
	Sig. (2-tailed)		.000	.000	.000
	N	201	201	201	201
FWA	Pearson Correlation	.529**	1	.713**	.476**
	Sig. (2-tailed)	.000		.000	.000
	N	201	201	201	201
JC	Pearson Correlation	.622**	.713**	1	.424**
	Sig. (2-tailed)	.000	.000		.000
	N	201	201	201	201
JE	Pearson Correlation	.400**	.476**	.424**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	201	201	201	201

** . Correlation is significant at the 0.01 level (2-tailed).

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables		Method
		Removed		
1	JE, JC, FWA ^b			Enter

a. Dependent Variable: EP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.417	.408	.36558

a. Predictors: (Constant), JE, JC, FWA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.824	3	6.275	46.949	.000 ^b
	Residual	26.329	197	.134		
	Total	45.154	200			

a. Dependent Variable: EP

b. Predictors: (Constant), JE, JC, FWA

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.507	.223		6.764	.000
FWA	.098	.064	.125	1.548	.123
JC	.450	.074	.474	6.051	.000
JE	.103	.046	.139	2.223	.027

a. Dependent Variable: EP



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