

DETERMINANTS OF JOB PERFORMANCE AMONG MALAYSIA'S YOUNG ADULTS IN KLANG VALLEY: FLEXIBLE WORKING ARRANGEMENT, WORK ENGAGEMENT AND EMOTIONAL MOOD

See Ting Choo

Asia Pacific University of Technology and Innovation
tp051402@mail.apu.edu.my

Abstract

Three determinants flexible working arrangements, work engagement and emotional moods are selected and studied, whether their effects on employees' job performance are significant or not. The objective of this research is to study and investigate how flexible working arrangement (FWA), work engagement and emotional mood affect job performance among young adults in Klang Valley, Malaysia. Using the quantitative research method, a closed-ended questionnaire is distributed online and primary data is collected. Descriptive analyses and inferential analyses are performed using SPSS. The relationship between three independent variables and job performance are analysed and compared.

A total number of 170 respondents have participated in the questionnaires and their responses are taken into account as a primary set of data. A 5-point Likert Scale is used in each variable instrumentation. The results showed that there is a moderately strong and positive relationship between FWA and job performance. As for work engagement and emotional moods, both showed the existence of significant strong and positive relationships towards job performance. Around 41.9%, 53.7% and 62.0% of the variations in employees' job performance can be explained by FWA, work engagement and emotional mood, respectively. It is concluded from this present study that young working adults in Klang Valley, Malaysia recognized the importance of FWA, work engagement and emotional moods and their impacts on job performance. All three variables are proved as the positive determinants of job performance, which HR policies should put effort in.

Keywords: *Flexible Working Arrangements, Work Engagement, Emotional Moods, Job Performance, Determinants, Perception*

1.0 Introduction

Today's young adults have distinct behaviours and individual characteristics whilst comparing to those over the past decades. They have different perspectives and have their motivations when it comes to working, specifically work-life balance and emotional mood management. Clark (2017) described multiple generations in the workplace such as veterans, baby boomers, Generation X and Y. Generally, young working adults are referred to as Generation Y or Gen Y, as well as early Generation Z or Gen Z; they were born between 1981 and 2000.

Organisations should be concerned with perceptions of this group as they have begun their careers and make up a huge part of the entire workforce. It is crucial to understand their work values and preferences in the workplace so that they could be more committed to and engaged with their work. According to Sarraf et al. (2017), understanding the age gap is significant as age diversity plays important role in communication and work engagement. In consequence, being able to apprehend the current workplace situation can enhance organisational performance. Addressing the issues of distinctive characteristics of Gen Y from previous cohorts, Gen X and baby boomers can be challenging (Reisenwitz and Iyer, 2009). Based on Reisenwitz and Iyer (2009), Gen Y is different from the previous cohorts as they are more focused on extrinsic rewards such as salary, medical and retirement benefits and career satisfaction. Although they are said to be less loyal to their companies, they work effectively with the flexible working arrangement (FWA), and able to multitask and work as a team. Gen Y change their jobs more often than previous generations as they think having experience at different job positions will help to achieve better career growth and success.

Many factors have become the basic requirements for work and there is increasing demand for FWA among young adults (De Menezes & Kelliher, 2019). FWA can be defined in various ways and used interchangeably with flexible working hours (FWH) and flexibility. It can be simply divided into two different types of FWA such as flexitime and remote working or flexibility over working locations (Chung & Van Der Horst, 2018). FWA can also be defined as an arrangement that offers the employees to have flexibility in terms of the amount, timing, or location of their job (De Menezes & Kelliher, 2017). Employees are expected to plan their work schedules and perform more effectively. Many countries have encouraged employers to offer different forms of FWA to their employees (Avgoustaki & Bessa, 2019). FWA is seen as one of the most critical factors in achieving good employee performance and reduced turnover rate. It is believed that it may have great implications for individuals and consequently for organisational performance in overall (John, 2017). Based on John (2017), FWH or “Flexitime” was originated and introduced by a German aerospace company named Messerschmitt-Bolkow-Blolm. The initial purpose of this practice was to reduce the lines of 3000 employees from clocking in and out at the same time. As consequences, the organisation succeeded in solving this problem and was able to achieve higher productivity and lower absenteeism. Similarly, in Malaysia, many organisations have started FWH practices to reduce the traffics on the road. It turns out that many young adults prefer FWA and this practice improves their work engagement and emotional mood for work. Having said that, some studies showed that FWA requires a higher level of work engagement (Bloom et al., 2015). The definition of work engagement by Sarraf et al. (2017) is the connection between employees and their jobs, not only involves commitment but also fulfillment, satisfaction, and energy. It is directly related to job satisfaction as if employees have positive work experience; and burnout in the opposite way (Bakker & Leiter, 2010). Work engagement can be described in three work-related states of mind that are vigour, dedication, and absorption (Schaufeli & Bakker, 2004). Employees who are engaged and work hard, are considered with vigour, and they are happily involved and absorbed in their work with dedication. Work engagement can be affected by environmental characteristics such as work resources and social relationships at work (Gorgievski, Moriano & Bakker, 2013). It is considered to carry a deeper meaning in employees’ well-being, emotional and behavioural responses. People tend to engage with work when they accomplish success in their career and are willing to work hard with a positive emotional state (Sarraf et al., 2017). Employees’ emotions play an important role in job performance because emotional mood

influences their decision-making skills and interpersonal relations (Pervez, 2010). Moods are very much closely intertwined with emotions, both require thoughts, but moods tend to have nonspecific causes and persist longer as compared to emotions. Examples of moods are happiness and sadness; they represent the feeling states that arise after processing the emotion such as anger. Moods could be a result of the combination of individuals' response to emotions and psychological personality and well-being. This means emotions can turn into moods and they can mutually affect each other. Based on Hume (n.d.), emotions are classified into positive and negative categories and hence, they turn into moods states if described in this way. Positive emotion is required for working employees, especially in servicing sector, as it will influence customers' emotions as well. Employees with positive emotions usually will receive more positive responses (Tang, Gu & Cui, 2017). Apart from this, the study of Bloom et al., (2015) proved that FWA can improve employees' emotions and moods, which in turn resulting in higher productivity and job performance.

This study aims to investigate the perception of young working adults aged between 20-39 in the current workplace and evaluate the job performance determinants such as FWA, work engagement and emotional mood. In this research study, a group of Gen Y and early Gen Z working adults in Klang Valley are selected as the samples to investigate how these three key determinants can affect job performance levels within organisations.

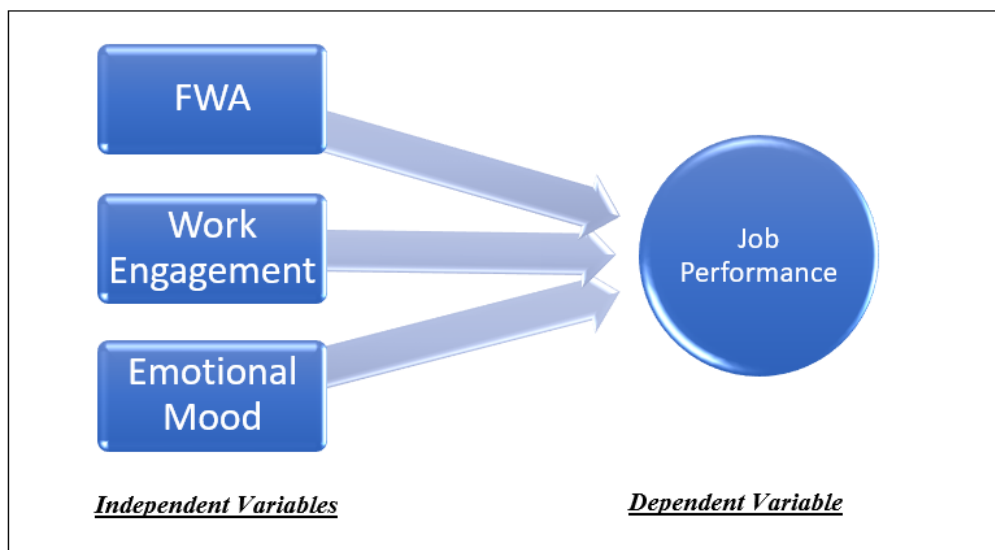


Figure 1: Research Framework of FWA, Work Engagement and Emotional Mood Towards Job Performance.

2.0 Literature Review

2.1 Respondents' Profile

For this study, few characteristics of respondents are selected, such as age group, gender, marital status, number of dependents, education levels and years of working experience. It is believed that these different characteristics may influence the results of the research. The

characteristics of respondents are considered as the important variables. Employee differences and workplace diversity should be carefully accommodated and managed.

Workplace diversity remains one of the critical issues of human resource management. It is not easy to accommodate all employees from different age groups and background. Generation difference can give rise to communication problem, for example, Gen Y and Gen Z are more comfortable with social media, whereas the Baby Boomers are less competent in technological advances. Different generations have different styles of performing a job. The baby boomers are usually resistant to change (Hahn, 2011). FWAs on elder employees were mainly focused on the impacts on retirement (Damman & Henkens, 2018). In this current study, however, our focus is on Gen Y and early Gen Z, which are represented by young adults.

Pervez (2010) indicated that gender does act as a crucial factor in the evaluation of job performance and organisational promotion prospects. Gender difference issues always exist within organisations and such gender discrimination should be avoided in today's workplace. The perceptions for working women are usually not as great as men, some thought women are less hardworking and less competent when the working environment is harsh and tough (Pervez, 2010). Hence, women usually get unfair treatment and less chance for advancement in their careers. In addition, the marital status becomes another factor that could influence job performance. Individuals with family, especially those with young children are perceived that they will perform the job with less commitment.

Another study by Loretto and Vickerstaff (2015) further proved that women and men take up FWAs in distinct manners due to their gender roles. Many past researches said that men have a better work-family balance than females. Women have higher levels of family responsibility compared to men and in some scenarios, they may have family interference with work especially those who are working mother with children. The implications of marital status on female were studied by Chan et. al. (2018).

Educational qualification is related to work stress (Lunau et al., 2015). From the results of this paper, it is shown that lower educational level experience a higher level of work stress. Eventually, employees with low education level suffer from a high level of work stress and employment inequalities, in return, reflecting on lower job performance. Besides that, different occupational groups and levels obtain different benefits and outcomes from FWAs (Kossek & Lautsch, 2017). Studies showed that high-level occupational groups can achieve better job performance with FWAs, but this does not apply to those that at lower level occupational groups. It is important to analyse from different aspects of young adults as they can cause different perspectives and results.

2.1.1 FWA

Gone are the days where working hours are fixed to eight hours in a day, traditionally from nine in the morning to five in the evening and five days per week. In this technology-driven world, the demands for FWA policies have been increasing among young adults and thus become significant to organisations (De Menezes & Kelliher, 2019). FWA is explained in many ways by researchers in different countries. There are three major forms of FWAs in the current workplace, specifically flexible working locations (remote working), FWH (flexitime), flexible amount of time needed for work or compressed working (part-time).

The rising popularity of FWAs in the European Union (EU) appeared in most of the well-developed and less developed EU countries (Klindžić & Marić, 2017). Earlier in the 1970s, FWAs were implemented primarily to improve individual performance. Until recent years, the impacts of FWAs are further explored and studied from the aspects of productivity, turnover intention and absenteeism of employees and so forth (Klindžić & Marić, 2017). Many positive impacts can be seen on both employees and employers and they are dependent on either employee-driven or employer-driven FWAs (Klindžić & Marić, 2017; Berkery, et al., 2017). The main goals of employer-driven FWAs and employee-driven FWAs implementation are to reduce organisational cost and work-life conflicts respectively (Klindžić & Marić, 2017). De Menezes & Kelliher (2015) defined employer-driven flexibility as a method which utilizes human resource effectively in non-standard ways. It is encouraged by the current marketplace mainly affected by globalization and organisational needs, for example, talent retention (Berkery et al., 2017). Employee-driven flexibility, however, is to fulfill the changing needs of the workforce especially when a vast majority of females join the workforce and increasing demand for work-life balance (Berkery et al., 2017).

De Menezes & Kelliher (2017) explained FWAs in another way; they were set up as formal and informal FWA policies. On one hand, formal FWA refers to an arrangement made through formal organisational processes. On the other hand, informal FWA refers to arrangements that discussed informally between the line managers and employees. Most of the results from the past studies are restricted to formal FWA outcomes. It is important to study informal FWA as well because most of the FWAs are informal (De Menezes & Kelliher, 2017).

Based on Berkery et al. (2017), FWAs are essential for enhancing organisational outcomes such as organisational performance, turnover and profitability. An organisation must be able to adapt to a constantly changing environment to obtain a more competitive position in the business. Many said that FWAs bring positive impacts for both men and women on work satisfaction, however, there is an argument brought by Wheatley (2016) saying that it could also bring negative effects on job performance of both. It also highlighted the different employment impacts of FWA due to gender difference (Wheatley, 2016). For instance, male employees gain more positive effects from flexitime as compared to female. They can manage their household responsibilities even though they are employed as full-time employees. Apart from that, part-time employment and work from home are all considered as benefits for employees, especially for men. Female employees, however, sometimes constrain the use of FWAs by reducing working hours (Wheatley, 2016). Hence, some predicted that women might find disadvantage from FWAs while compared with men. Nonetheless, different studies showed that FWAs would be more suitable and beneficial for women than men as women tend to access flexible working hours more frequently than men due to family role (Skinner & Pocock, 2011).

A study in Pakistan by Abid & Barech (2017) further evidenced that FWAs can help to enhance employee productivity and contribute to better organisational performance. Nowadays, both parents are compelled to work due to new family pattern and have equal family roles, both genders would appreciate FWA as it helps to maintain a healthy family life. FWA can also reduce stress in the workplace and improve employees' well-being. In short, FWA is used as a tool to enhance productivity, job satisfaction, employees' moods, work efficiency, and thus reduce employees' turnover intention and absenteeism. As a consequence, it leads to better performance of employees and organisations (Abid & Barech, 2017).

Malaysia has also mirrored the situations from the developed countries and therefore many employers are concerned with FWAs as many believed that FWAs bring various benefits for employers such as increased job satisfaction levels, organisational commitment and lower level of work stress (De Menezes & Kelliher, 2017). Shagvaliyeva & Yazdanifard (2014) agreed that FWAs give advantages to both employers and employees in Malaysia. The common advantages found include employees' loyalty and engagement which help in reducing employee turnover and retaining talents for the organisation. As a result, increased productivity is seen in flexible working practices (Shagvaliyeva & Yazdanifard, 2014). According to Hashim et al. (2017), there was a significant relationship between FWA and employees' job performance. Not only discussed FWA impacts on individuals' performance, but also on organisational performance. Other than that, studies showed there was correlation between flexibility working, employee attitudes and job performance under flexible working policies.

2.1.2 Work Engagement

Another popular construct work engagement becomes an important organisational tool to enhance performance (Dajani, 2017). Despite HRM heavily focuses on work engagement, there is still a lack of academic study in work engagement in some emerging economies countries, particularly in Egypt (Dajani, 2017). Hence, the paper studied the factors that improve work engagement and its impact on job performance using social exchange theory (SET). The study is mainly focused on banks or financial sectors, and the results showed that leadership and organisational justice are the key factors of employee engagement in their jobs. It showed evidence that work engagement brings a significant impact on job performance, but less impact on organisational commitment (Dajani, 2017). Work engagement turns even more important due to the growing importance of human capital. Businesses must grow in both financial and non-financial performance even though there is less input of human capital (Dajani, 2017).

Work engagement is defined as a positive state of mind at work with high energy levels, job dedication and high concentration (Bakker & Albrecht, 2018). Work engagement is desirable in all organisations because engaged workers are enthusiastic about their jobs and often complete their tasks more effectively. Job resources can be physical, social, psychological or organisational in nature, and whichever it is, can be used to improve work engagement (Bakker & Albrecht, 2018). When employees have access to sufficient job resources, they will be more motivated and achieve higher work engagement to deal with high job demands. Besides job resources, leadership plays an important role in work engagement. Work engagement acts as a great measurement for job performance and organisational outcomes (Bakker & Albrecht, 2018). Engaged employees show a direct and positive impact on job performance.

Another study in China by Guo et al. (2017) also showed that work engagement is positively related to job performance. It further proved that perceived organisational support (POS) can moderate the relationship between work engagement and job performance (Guo et al., 2017). This means the higher level of POS will give even more significant and positive effects on work engagement performance. Anitha (2014) further explored more determinants of employee engagement and their impacts on job performance.

According to Sekhar et al. (2018), any organisational uncertainties could negatively affect the work engagement of employees. Many factors influence employee engagement in a negative way, for examples, employees' moods, competition within the organisation, high turnover rate or retrenchment. To overcome the problem, a study was done by Sekhar et al. (2018), to

understand the linkage between work engagement and job performance of the employees of the largest employer among IT industries in India. The result of this study showed that employee engagement can positively affect job performance and they are mediated by flexible human resource management (HRM). Flexibility aids work engagement because it helps employees to maintain a balance between work and family or self-conflicts. Engaged employees are considered as better job performers and able to accomplish their jobs well (Sekhar et al., 2018). To perform a higher level of work engagement, emotions and moods of employees are some keys mediators.

2.1.3 Emotional Mood

From the emotional mood perspective, a happy workforce is when the employees have positive emotions and they are optimistic in performing their tasks (Harter, Schmidt & Keyes, 2002). There is a lack of recent studies on the impact of emotional moods on job performance. Pervez (2010) defined emotions as intuitive feeling or pure psychological phenomena. Emotions are derived from one's mood and different emotions are used to express happiness, sadness, anger and so on. Employees are affected by their emotional moods and behaviours in the organisation (Pervez, 2010). Emotional mood is also a critical factor in affecting employees' job performance because it directly influences employees' decision-making skills, creativity and leadership skills. The study evaluated the impacts of emotional mood on employees' job performance and found that it is only important for employees' well-being and job satisfaction. Emotions are brief but synchronized changes in mind and body which can directly influence job performance. Mood, however, is somehow a kind of prolonged emotions of an individual.

The presence of emotions and mood cannot be eliminated in employees' workplace (Owoseni, 2015). Since all employees have their own emotions and moods, it is impossible to neglect its impact on job performance and satisfaction. Owoseni (2015) has done a research study in Nigeria and found that there was a significant difference between positive and negative employees' mood on job satisfaction and hence performance. It also evidenced that positive mood can positively affect job satisfaction. Overall, the paper concluded that emotions and mood can affect job satisfaction. It encourages employers to put some effort into emotional management as it could enhance job satisfaction and thereby reduce employees' turnover intention. It is suggested to have further research on emotional intelligence (EI) as it is believed that EI helps in maintaining good working relations among employees (Owoseni, 2015).

EI is the knowledge that can understand and manage an individual's emotions in effective ways (Pekaar et al., 2017). The past research on EI showed that EI can be one of the great predictions of job performance. The past studies on EI usually have combined the different dimensions of EI, for instance, emotions of one and two persons, into an overall score for predicting job performance (Pekaar et al., 2017). Most of the studies are unable to show a direct relationship between emotional mood and job performance during a particular work timeframe. In the study of Pekaar et al. (2017), EI is conceptualized into four dimensions, they are "the ability to perceive and express emotion", "assimilate emotion in thought", "understand and reason with emotion, and "regulate emotion in the self and others" (Mayer et al., 2000, p.396).

Based on Lee et al. (2019), EI acts as the moderator of emotional labour worker. EI is used to understand emotional labour and how it is correlated with customer feedback. EI in this study in the United States is aimed to study the correlation between emotional labour employees and

perception of customer feedback. Emotional labour can cause a negative impact on job satisfaction and indirectly make an impact on performance (Lee et al., 2019). The purpose of the research study of Lee et al. (2019) is to lower employees' turnover intention and at the same time, enhance employees' happiness and organisational performance. The results obtained indicated that managing emotions and mood effectively can help to improve employees' and customers' satisfaction and thereby reducing emotional exhaustion and turnover intention of employees. Emotions and mood were also found as the important factors of performance in servicing sector in China (Tang et al., 2017). The results showed that employee emotional labour has a positive influence on employee service performance (Tang et al., 2017).

2.1.4 Job Performance

Employees' performance can also represent an organisation's performance. It is defined as the expected output from the employees within an organisation (Choudhary et al., 2017). According to Peiró et al. (2020), individual performance is of high relevance for organisations and is defined as a multi-dimensional concept. There are three different types of performances, they are task performance, contextual performance and adaptive performance (Sonnetag et al., 2008). Task performance can be seen as an individual's contribution to organisational performance, for example, technical core and services as well as the activities that are involved in the production of goods. Task performance is often signified by the fulfillment of the job requirements. Contextual performance, however, does not directly contribute to organisational performance. It contributes indirectly to an organisation's performance by facilitating task performance while supporting the organisational, social and psychological environment. For examples of contextual performance, the persistence of enthusiasm and assistance to other co-workers. This will improve employees' job performance when employees show personal initiative and have their behaviours fit into their organisation's mission. Consequently, employees are more focused and engaged in their job, hence accomplish their goals. Adaptive performance has become increasingly important as working environments are getting dynamics. Young working adults are supposed to gain adaptive performance by handling urgencies, work stress and solving problem in creative ways (Sonnetag et al., 2008). Hence, many organisations have given flexibility and FWA to their employees. All these three types of performances can represent job performance, and they are all multidimensional constructs.

2.1.5 Relationship between FWA, Work Engagement, Emotional Moods and Job performance

In the sum of this paper, the higher level of flexibility given, the more the employees are engaged with their jobs, the happier mood they have will contribute to an even higher job performance level. It is predicted that FWA, work engagement and positive emotional moods affect job performance with direct proportion.

2.2 Theory and Model

2.2.1 The Family Resource Management Model by Deacon and Firebaugh (1988)

In this model by Deacon & Firebaugh (1988), the three components are inputs, transformations and outputs. The family's values, demands and resources represent the inputs to the system. Transformations are the organisational actions and policies implemented. Outputs are

organisational outcomes and performance (Deacon & Firebaugh, 1988). This model describes the process of planning and decision making through using resources to achieve its preset goals and objectives. It is also defined as a goal-directed form of change that involves decision making, valuing, planning as well as organising the available resources (Deacon & Firebaugh, 1988).

The management process starts by identifying a problem, needs or a specific goal. After identification, individuals clarify by giving an evaluation. Once evaluated, individuals need to identify the available resources. Later in this process, individuals decide, plan and implement to accomplish the goal. The entire process will be evaluated. One of the most important things taught by this model is that management needs appropriate allocation of resources for the respective goals.

2.2.2 Social Exchange Theory (SET) by Blau (1964)

The adoption of FWAs in the workplace can be perfectly described using the social exchange theory by Blau (1964), which assumed that the exchange of costs and rewards can drive relationship decision. Costs can be represented by employees' efforts, time or money, whereas, the rewards can be employees' well-being, work-life balance or any monetary rewards such as incentives.

According to this theory, organisations can motivate their employees by offering flexibility in return for their contribution. SET by Blau (1964) explains that some employees voluntarily perform tasks with better performance and extra efforts because they are motivated by the returns that will possibly be given to them, for examples, overtime allowances and incentives. This theory supports work-life balance that acts as a return, can improve employees' job performance in the workplace. Since workplace flexibility is considered as a benefit for employees, many employees will "give and take" and perform even better in their job position as a typical type of exchange with their organisations. It assumes that the employees will build up sentiments for the organisation and in exchange, they will put more effort to complete their jobs. It is assumed that they may want to return the favour to their employers. SET supported that FWAs have a positive relationship with organisational performance (Berkery et al., 2017).

3.0 Research Methodology

This is a quantitative study. In terms of objectives, this is an explanatory study. Looking into the sampling methodology, the population in this study is the young adults in Klang Valley, Malaysia. The sample in this study refers to gen Y and early gen Z who aged from 18-40. In terms of the sampling methodology, this study had used the QPAS sampling methodology, also known as non-probability sampling.

A convenience sampling method was conducted with at least 132 young working adults in Klang Valley, Malaysia. This sampling method was chosen due to the unavailability of the full set total number population of young working adults in the year 2020 and thus, it is impossible to get the absolute number of the populations. Besides, researchers can meet different young employees from different organisations and sectors in Klang Valley. This is to avoid bias for surveying all the respondents from a particular organisational sector. Fortunately, the questionnaire can reach more than 132 respondents, in exact 170 successful responses, are taken into consideration in later analysis.

4.0 Findings and Discussion

In this section, data analysis will be divided into three sections, they are reliability, descriptive and inferential analyses. The first part begins with short and simple reliability analyses. Next, it will present respondents' demographic information and descriptive statistics. The latter part of this section will illustrate the inferential analyses, which include hypothesis testing and multiple regression analyses. Last but not least, a brief discussion will be provided to demonstrate and summarise the SPSS results.

4.1 Reliability Analyses (Cronbach's Alpha)

Table 1: Reliability Analysis

Variables of the study	No. of items	Cronbach's coefficient alpha
IV1 FWA	7	0.769
IV2 Work Engagement	7	0.777
IV3 Emotional Moods	7	0.863

Table 1 summarized the reliability analyses for each independent variable. All the Cronbach's coefficient values are greater than 0.7, ranging from 0.769 to 0.863. Any Cronbach's value that is greater than 0.70 can be considered as a reliable instrument. Hence, it is said that the instrument used for each variable in this research study is acceptable and achieved high reliability and consistency.

4.2 Descriptive Analyses

4.2.1 Respondents' Demographic Information

From the questionnaire, the demographic part provides information collected from the respondents in terms of their gender, age group, level of education, marital status, number of dependents, job position level and number of years served in the current organisation.

Table 2: Demographic Information of Respondents

Characteristics		Frequency	Percentage (%)
Gender	Male	46	27.1
	Female	124	72.9
Age Group	18-23	11	6.5
	24-29	35	20.6
	30-35	58	34.1
	36-40	38	22.4
	>41	28	16.5

Marital Status	Divorced	1	0.6
	Married	91	53.5
	Single	78	45.9
No Dependents	0	77	45.3
	1	24	14.1
	2	48	28.2
	3	14	8.2
	>3	7	4.1
	Level of Education	Bachelors Undergraduate	86
Certificates, Diploma		42	24.7
Postgraduates Degree		20	11.8
Professional Qualification		13	7.6
Secondary Education		9	5.3
Occupation Level	Junior Executive	40	23.5
	Senior Executive	36	21.2
	Managerial Level	47	27.6
	Top Management	35	20.6
	Non-Executive	9	5.3
	Others	3	1.8

4.2.2 Descriptive Statistics of Variables

FWA

Table 3: Descriptive Statistics of each FWA items

Descriptive Statistics			
	N	Mean	Std. Deviation
FWA1	170	4.19	.655
FWA2	170	3.54	.864
FWA3	170	3.56	.967
FWA4	170	4.05	.682
FWA5	170	3.72	.801
FWA6	170	3.59	.945
FWA7	170	3.55	1.061

Mean		3.74	0.853
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4.2.2.2 Work Engagement

Table 4: Descriptive Statistics of WE items

Descriptive Statistics			
	N	Mean	Std. Deviation
WE1	170	3.70	.798
WE2	170	3.37	.876
WE3	170	3.79	.768
WE4	170	3.52	.986
WE5	170	3.69	.807
WE6	170	3.97	.749
WE7	170	3.23	.843
Mean		3.61	0.832

4.2.2.3 Emotional Moods

Table 5: Descriptive Statistics of emotions and moods items

Descriptive Statistics			
	N	Mean	Std. Deviation
EM1	170	3.92	.688
EM2	170	3.96	.716
EM3	170	4.06	.632
EM4	170	3.99	.643
EM5	170	3.98	.601
EM6	170	3.74	.589
EM7	170	3.99	.560
Mean		3.95	0.632

4.2.3 Summary of Descriptive Statistics of All Variables

	Mean	Std. Deviation	N
FWA	26.20	3.919	170
Work Engagement	25.28	3.829	170
Emotional and Moods	27.65	3.290	170

Figure 2: Descriptive Statistics of all variables

In summary, the means of FWA, work engagement and emotional moods are 26.2, 25.28 and 27.65 respectively. The mean scores are close with each other as most respondents agreed that these variables can positively contribute and enhance job performance. From the scatter plots (Appendix III), the plots are scattered, they showed positive but weak relationships between the independent variables and job performance. It is thus can be considered that there is a positive relationship between FWA, work engagement, emotional moods and job performance.

	Most important determinant	Cases Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
Job Performance Score (Average)	Emotions	40	100.0%	0	0.0%	40	100.0%
	Flexible	77	100.0%	0	0.0%	77	100.0%
	Work Eng	53	100.0%	0	0.0%	53	100.0%

Figure 3: The most important determinant based on respondents' perception (FWA>WE>EM)

4.3 Inferential Analyses

4.3.1 Correlation Analysis

As seen in Table 6, the results of the Pearson correlation analysis are tabulated. Each independent variable FWA, work engagement and emotional moods obtains a particular correlation coefficient R-value that is used to define their relationship with the dependent variable job performance. The correlation coefficient R-value of FWA towards job performance is 0.647, and this value is the lowest among the three variables. The correlation coefficient R-value of work engagement and job performance is 0.733, whereas the correlation coefficient R-value of emotional moods and job performance is 0.788. Hence, it can be briefly concluded that

FWA, work engagement and emotional moods are highly related to employees' job performance in a positive manner.

Table 6: Pearson Correlation Test

Independent Variables	Dependent variables	Pearson Correlation	Sig. (2 tailed)
FWA	Job performance	0.647**	0.000
Work Engagement	Job performance	0.733**	0.000
Emotions and Moods	Job performance	0.788**	0.000

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

All three variables showed moderate and positive correlations towards job performance. Since none of them obtains a negative value, the variables are proved to be the positive influence factors of job performance. Based on the correlation R values, emotion and mood are identified as the most important determinant towards job performance because of its highest R values among the independent variables, followed by work engagement and FWA.

Furthermore, the significant values of all variables are equivalent to 0.00. Since 0.00 is smaller than the p-value, which is below 0.05 significance level, null hypotheses are rejected in this study. Their correlations with job performance are significantly different. The positive relationships between the variables and job performance are significant. To sum up, from correlation analyses, FWA, work engagement and emotional moods are considered as the positive determinants of employees' job performance, meaning that they can enhance job performance with their presence and availability at work.

4.3.2 Multiple Linear Regression (MLR)

According to Kaya Uyanık & Güler (2013), the underlying principle under MLR can be explained using the below equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_nX_n + \varepsilon$$

where Y = dependent variable, X_n = independent variables, β = parameter and ε represents error.

Table 7: Model Summary Table

Independent Variables	R value	R square
FWA	0.647	0.419
Work Engagement	0.733	0.537
Emotions and Moods	0.788	0.620

Similar to the Pearson correlation test, R-value is used as the same parameter. If the value of R is greater than 0.700, it will be considered a strong relationship. The R-value of FWA and job performance is 0.647, thus indicating a slightly weak correlation between FWA and job performance among young working adults in Klang Valley. In addition to R-value, the value of

“R square”, R^2 represents the coefficient of determination. R^2 value between FWA and job performance is 0.419, indicating that there is around 41.9% variation of employee job performance can be explained by FWA. Around 58.1% variation can be explained by other factors like work engagement and emotional moods. In terms of work engagement, the R-value is 0.733 and R^2 value is 0.537. It shows that there is a strong correlation between work engagement and employee job performance. There is around 53.7% variation of job performance that can be explained by work engagement. Meanwhile, about 46.3% variation of job performance can be explained by other factors like FWA and emotional moods. Last but not least, the R-value and R^2 value of emotional moods towards job performance is 0.788 and 0.620 respectively. This shows that there is a very strong correlation between emotional moods and employee job performance, even stronger than that of work engagement. This is because about 62.0% variation of job performance can be explained by emotions and moods, only 38.0% variation is by other factors. Overall, it can be interpreted that employee job performance is significantly correlated with all the independent variables. It can be treated as a good prediction and adequate model fit for this study.

4.3.2.1 ANOVA Test

To further analyse whether their correlations are positive or negative, ANOVA and coefficient tables are adopted to present the results. From ANOVA, the F ratios and significance p-values are the useful information. Nonetheless, significance p-value or simply, P value is more commonly used for analysis as it is computed and derived from F ratio. A large F ratio is usually seen when the null hypotheses are rejected. From table 8, it is showed that the P value of variables is 0.000. This value is defined as significant at level of 0.05. When P value is less than level of significance 0.05, it determines that there is a statistically significant relationship between the independent variables and dependent variable. Hence, it can be concluded that FWA, work engagement and emotional moods are statistically significant determinants of employees’ job performance. All these three determinants are considered as the significant factors that can play a major role and make an influence in job performance.

Table 8: ANOVA Test

Independent Variables	Dependent variables	F	Sig. (2 tailed)
FWA	Job performance	121.148	0.000
Work Engagement	Job performance	194.862	0.000
Emotions and Moods	Job performance	274.361	0.000

Furthermore, P-value can be used to check on the model of adequacy. From the ANOVA test, since the p-value is $0.00 < \alpha$ value (level of significance= 0.05), it determines that the model is adequate for this study. To further prove these results, it is always encouraged to look into the Coefficient table as well.

Table 9: Coefficient Table

Independent Variables	Coefficient B	t	Sig. (2 tailed)
FWA	$\beta_1 = 0.437$	11.007	0.000
Work Engagement	$\beta_2 = 0.506$	13.959	0.000
Emotions and Moods	$\beta_3 = 0.633$	16.564	0.000

Table 9 simplified the coefficient table. B values or beta β values are used to substitute into the regression formula as shown below. All β values are positive in the analysis. This indicates that these determinants show a positive relationship with employees' job performance. In other words, employee job performance is positively influenced by an increase in the level of FWA, work engagement and positive emotional moods. The study helps to predict that how and to what degree of job performance of employees get influenced by one of these determinants, given that the others are kept constant.

Regression formula obtained as follows:

$$\text{Job performance} = \beta_0 + 0.437 (\text{FWA}) + 0.506 (\text{Work Engagement}) + 0.633(\text{Emotional Moods}) + \varepsilon$$

From this equation, it can be concluded statistically that job performance can be improved by 437 units scores for every one unit score increase in FWA by keeping other variables constant. Since $\beta_2 = 0.506$, increasing every single unit in work engagement will increase 506 units scores in employees' job performance. It is also expected that job performance will increase by 633 units scores for every additional positive emotion and mood. It is hence assumed that the strength of the relationship between variables and job performance from the strongest to the weakest is emotional mood, work engagement and FWA (EM>WE>FWA).

4.4 Summary of Data Interpretation

In hypothesis testing, we reject all the null hypotheses as we can see from the regression analyses that all p-values are equal to 0.00 and are less than 0.05 at 95% of the confidence interval. Table 10 showed that all hypotheses in this study are rejected. The statistical data also showed that all the p-values are less than 0.05 level of significance. R values are close to 0.70 and higher, indicating strong correlations between variables. In conclusion, there is a positive relationship between FWA and job performance, work engagement and job performance, emotional moods and job performance. All three determinants have significant correlations with job performance. Emotional mood is considered to have the strongest positive relationship with employees' job performance compared to the other two variables. Secondly, work engagement. We can also conclude that FWA has a positive relationship with job performance but moderately strong due to lower R-value and B coefficient among three variables.

Table 10: Hypothesis Testing and Results

No	Statements	Findings	Results
H0₁	There is no significant correlation between FWA and job performance	Rejected	Significantly moderate strong and positive Correlation
H0₂	There is no significant correlation between work engagement and job performance	Rejected	Significantly Strong and Positive Correlation
H0₃	There is no significant correlation between emotional mood and job performance	Rejected	Significantly Strong and Positive Correlation

5.0 Conclusion

In conclusion, the overall aims and objectives of this research have been achieved. Statistically, the means of FWA, work engagement and emotional moods obtained are 26.2, 25.28 and 27.65, respectively. This generally tells us that emotional mood is the strongest determinant of job performance, followed by FWA and then work engagement. Job performance level can be improved by having work flexibility, engagement, and positive emotions. However, the results of each variable from the descriptive analysis showed similar scores. All of them can cause an impact on job performance. In addition, from the personal perceptions of the 170 respondents in the current study, 77 respondents thought that FWA would be the most influential factor of determining job performance, while 53 respondents chose work engagement and only 40 respondents picked emotional mood. Based on the results obtained, it is safe to say that the higher the level of FWA and work engagement and the more positive emotions the employees have, the higher the level of job performance they can achieve. Since these determinants are interrelated, some respondents might find that it is hard to just pick one determinant as the most influential factor. Hence, this study concluded that all three determinants, FWA, work engagement and emotional moods are significantly important to job performance and all these determinants positively contribute to job performance.

6.0 References

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