

The Relationship between Flexible Work and Job Performance among Bank Employees

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Abstract: The banking sector plays an important role in the growth of the Malaysian economy. Employers need to improve the skills, retention and relocation of them to the other roles so that economic growth can grow rapidly. Job performance appraisal for each employee is important because it helps employees achieve personal development and organizational goals while flexible work practices can improve the quality of life of employees and get a lot of response by every employee. The workplace environment that is not suitable for the work to be performed as well as conflicting understanding between employers and employees also affect job performance. This study was conducted to identify the level of work flexibility and job performance and to examine the relationship between flexible work and job performance that focuses on bank employees in Johor. 60 responses were employed in the analyses. The results showed a high level of temporal flexibility and moderate level of spatial flexibility. The job performance among bank employees was proven high. The r coefficient value for temporal flexibility and job performance is $r = 0.828$ while $r = 0.590$ was found between spatial flexibility and job performance. The correlation is significant at $p < 0.01$. This finding also indicates a significant model which confirms the existence of the effect between flexible work and job performance. 69.6 percent of the variation in job performance can be explained by flexible work ($R^2 = 0.696$). Therefore, the result suggests that banks take initiatives to improve the job performance of bank employees while taking into consideration on temporal flexibility more than spatial flexibility.

Keywords: Flexible Work, Job Performance, Bank Employees

1. Introduction

Job performance is the result of the work of an employee in an organization based on the implementation of tasks given in accordance with existing responsibilities (Chris, 2010). Employees who obtain a perfect job performance evaluation are due to the implementation of work done effectively and efficiently. Usually, employers in a company will evaluate job performance and give appreciation to individuals who have excellent job performance or are involved in the success of the company (Othman, 2020). However, the employer will provide solid motivation and support to other employees so that they are more focused and committed in carrying out a task. Next, the bank must be responsible in training the employees so that their potential can be developed beyond their existing duties while also being prepared with various alternatives to deal with various changes in the future (Zainuddin, 2021). Flexible work, on the other hand, is a time or workplace arrangement that allows employees to balance their personal and career lives (Rosli, 2021). Flexible work is used to describe the arrangement of a work that is different from the arrangement of conventional working hours such as working hours starting at 9.00 am until 5.00 pm (Rosli, 2021). In addition, flexible work provides benefits to employers or employees such as creating a more regular and perfect work balance, reducing the level of work pressure, large profits for the employer based on employee productivity and increasing the relationship and trust between employers and employees (Abid & Barech, 2017).

Job performance evaluation for each employee is important to do in every organization. This is because individual job performance that is less satisfactory can be improved with motivation and support from superiors in the organization so that their performance can be improved in the future (Heathfield, 2014). The appreciation given can instill a high work spirit in order to focus more on the goals to be achieved (Salihoudin, 2017). For example, the program produced at Yayasan Pembangunan Keluarga Darul Takzim (YPKDT) proves that excellent job performance allows an employee to gain more appreciation such as the Human Mind Program (PROMIS) (Tamrin & Raop, 2015). With that, the employees appreciate the work and responsibilities they bear more and they can also increase the productivity of the organization and lower the turnover rate. A report in the Sinar Harian news shows that a flexible working policy can help in reducing stress and increasing morale among employees in addition to them being able to balance their careers and personal lives (Bernama, 2021). Furthermore, flexible work can improve the quality of life of employees and is well received by every employee. The younger generation currently has a high demand to implement and empower flexible work in the workplace (Chung & Lippe, 2018). Thus, they want to obtain flexible working hours and telecommuting opportunities during their service in an organization. The productivity of an employee depends on their job performance. This is so because many factors affect their job performance (Armstrong, 2006). Furthermore, a person's job performance is likely to improve when they perform tasks based on their abilities and in a conducive workspace. Recently, the banking sector has introduced and used the concept of flexible work (Muli *et al.*, 2014). Therefore, it is expected that flexible work will become a norm in any field of work in the future.

The cause of employee performance that is not encouraging is due to the organizations involved neglecting the welfare of their employees so that the employees do not get any encouragement to improve job performance (Strebler, 2004). Furthermore, a workplace environment that is not suitable for work and conflicting understanding between employers and employees also affects job performance (Azman & Sieng, 2021). Some organizations that rarely conduct any training and development for employees cause the job performance of each employee to be unsatisfactory. In addition, the job performance of both the employee and the organization is affected due to working hours longer than 48 hours where the life balance between work and personal matters cannot be maintained (Torres *et al.*, 2010). Therefore, this study will identify the extent of flexible work and job performance among bank employees, in addition to examining the relationship between flexible work and job performance among bank employees. The scope of this study is focused on the flexible work of bank employees that is related to their job performance. The independent variable, which is flexible work, is emphasized from

the perspective of time flexibility (temporal) and place flexibility (spatial), while the dependent variable, which is job performance, is based on three things, namely task performance, task contextualization and performance adjustment.

2. Literature Review

2.1 Job Performance

Job performance is very important for working individuals because it is closely related to them and an organization. Excellent job performance will increase a person's enthusiasm to continue to perform work based on their responsibilities. Job performance is based on actions taken by individuals that contribute to behavior towards the objectives of an organization (Dessler, 2000). In addition, job performance also means a responsibility and a task that is entrusted to be carried out as an individual task. Job performance is a result of actions achieved by employees who have performance skills in certain circumstances and times (Mardiyanti *et al.*, 2018). Various methods for individuals in an organization to carry out an assigned job also refer to job performance (Mwebi & Kadaga, 2015). The job performance of each employee is the same as their productivity whether based on the quantity or quality of the work (Yeh & Hong, 2012). Ratnasari (2013) explained that job performance is the result of a person's work in terms of quality and quantity in performing tasks based on the responsibilities given. In general, job performance is the achievement obtained by individuals working in an organization after completing a task based on their responsibilities. Job performance consists of four categories namely task performance, contextual performance, performance adaptation and productive work behavior (Koopmans *et al.*, 2014), while the development of three job performance models namely task performance, contextual performance and adaptive performance (performance adaptation) (Pradhan & Jena, 2017). Job performance is a set of relevant behaviors in achieving the objectives of an organization where the individual works (Nordin & Hassan, 2019). There are three main components of job performance which are task performance, task contextual and performance adaptation. High job performance is closely related to flexible work (Parni & Khair, 2020). This statement is proved that there is a positive but weak significant relationship for both variables.

(a) Task Performance

According to Koopmans *et al.* (2014), task performance is based on the efficiency of an employee in completing a task. Then the results are seen through the quantity and quality of work, skills and knowledge about the work by the employee for the given task. Task performance can be measured through the achievement of tasks and individual objectives given to employees. Tasks given are formally determined and entrusted to be completed (Borman & Motowidlo, 1993). To meet technical tasks, Campbell, McHenry and Wise (1990) explained that the categories of task-specific and non-task-specific skills are based on the activities and actions performed in the performance of the task. Furthermore, task performance is related to the technical core of an organization or activities that change from input to output (Campbell *et al.*, 1990). Harrison, Newman and Roth (2006) on the other hand define task performance as the ability or ability of a person to meet the needs in performing the task by showing the competence and expertise possessed.

(b) Task Contextual

Activities that are not a specific task or purpose that can make an individual, team or organization more effective is the meaning of contextual or task contextual performance (Koopmans *et al.*, 2014). Contextual performance is a positive behavior exhibited by an employee while performing a job (Pradhan & Jena, 2017). Contextual performance should consist of several subdimensions such as teamwork, loyalty and determination (Bergeron, 2007). In addition, task contextualization is an activity

other than the task but contributing to the organization at the same time by using positive methods (Daryoush *et al.*, 2013).

(c) Adaptive Performance

Adaptation of performance or adaptive performance is the ability of individuals who work in dynamic work situations by adapting themselves while providing solid support required for a job profile (Neal & Hesketh, 1999). Baard, Rench and Kozlowski (2014) on the other hand explained that the effectiveness of adaptive performance greatly requires the skill or competence of an employee to complete a task in uncertain conditions. For example, dealing with work during the occurrence of technological transformation, changes to the main tasks of the employee and the occurrence of reorganization in the organization (Baard *et al.*, 2014). Whereas, an employee will show performance adjustment by adjusting their actions or behavior based on the current work situation or new conditions (Pulakos *et al.*, 2000). Griffin, Neal and Parker (2007) categorized performance adaptation in three work role contexts. Among them are individually, teams and organizations where a different measure of adaptability in each work context can be obtained (Griffin *et al.*, 2007). According to Shoss, Witt and Vera (2012) stated that adaptive performance is a response to a change. Therefore, employees need to focus differently and change their actions (Shoss *et al.*, 2012). For the adaptive adjustment of each worker, there is an important influence on the speed of their response in an unexpected situation. This makes researchers focus on performance adjustment factors rather than individually (Wheeler, 2012).

2.2 Flexible Work

Flexible work is a job that is carried out to solve something easily. Flexible work is divided into two elements, which are temporal flexible work, which is the choice of employees about their working hours, and spatial flexibility, which is the location of the employees' work either through choice or control (Bijsterveldt, 2015). These two elements allow employees to work flexibly such as working outside the workplace or the number of working hours. Through past studies, flexible work has been proven to affect an individual's job performance. This can be seen through a study of findings by Amir, Seman and Ahmad (2020) who stated that there is a significant positive relationship between flexible work arrangements and job performance. The findings have prompted this study to seek further clarification on the relationship between flexible work and job performance. Previous studies have shown that flexible working gives employees a variety of controls and choices that cause a positive tendency towards their job performance (Bijsterveldt, 2015). However, there is a small number of past studies that can be linked. According to Stirpe, Trullen and Bonache (2018), their study shows that job performance is not affected by flexible work, especially for older workers. This is so because the traditional method has become a habit for those workers who are not involved with technology such as online work (Stirpe *et al.*, 2018). However, Giovanis (2018) has proven that there is a positive relationship between flexible work and job performance based on data from the Workplace Employee Relations Survey (WERS) from 2004 to 2011.

(a) Temporal Flexibility (Time)

Flexible working that is implemented can give employees the option to use their working hours as best as possible to support their personal responsibilities while reducing the pressure experienced either inside or outside of their work hours (Smith *et al.*, 2019). Flexibility in work gives employees the opportunity to control their working hours (Shagvaliyeva & Yazdanifard, 2014). The employees are given the freedom to choose the working time to perform the tasks given based on their job (Gerdenitsch *et al.*, 2015). According to Giovanis (2018), control over flexible working time will make it easier for employees to commit to their daily personal activities. Based on research from Yang and Zheng (2011), the empowerment of family-oriented programs in flexible hours provides benefits to employees because they can choose the start and end time of work and enjoy the benefits as best as possible. The study also explained that sometimes there is a positive relationship between flexible time and employee

productivity (Yang & Zheng, 2011). Shah, Khattak and Shah (2020) explained that flexible working hours provide benefits to employees and organizations such as employee performance can be improved and the organization's profits increase. Thus, increasing the productivity of work satisfaction among employees can reduce the pressure they face, improve the quality of life and increase the attendance rate of employees (Shah *et al.*, 2020). Kelly and Kaley (2006) say that flexible time is a set schedule for full-time employees. This allows the workers to choose the start and stop time of work with a determination such as completing the selected number of hours. Flexible work options allow organizations to encourage employees to see the effectiveness of flexibility as a business process that can provide profit and the best approach to where, how and when a job needs to be done (Uzochukwu *et al.*, 2019).

Flexibility in work has an impact on job performance, that is, adherence to an organization leads to a clear increase in the job performance of employees (Altindag & Siller, 2014). According to Golden (2012), most Europeans say that the choice of an employee to reduce the number of working hours can provide benefits to the productivity of employees. Furthermore, a study from Brauner *et al.* (2019) explained that a long period of working time will have side effects on the health of workers, which is work stress. There is a significant relationship between structured and unstructured working time (flexible time) where it has been proven that flexible working time leads to increased motivation and productivity of employees (Zaw, 2014). In addition, there is a strong positive relationship between work arrangements and work quality among academics from selected Public Higher Education Institutions in Kuching, Sarawak (Ariffin *et al.*, 2016). According to Hashim *et al.* (2017), there is a positive relationship between time flexibility and employee performance based on a study of teachers in a Peshawar government school of management science. The study of Mungania *et al.* (2016) showed a positive relationship between flexible work arrangements and the performance of banking organizations in Kenya. The study conducted by Buttigieg (2015) also explained that there is a positive relationship between flexible working arrangements and employee performance based on improved performance when flexible working hours are introduced. Furthermore, there is a positive relationship between flexible working hours and job performance where it can increase a person's job performance with loyalty to the organization (Altindag & Siller, 2014). With that, more research is needed to provide a clearer explanation of the relationship between flexible working time (temporal) and job performance. Therefore, the proposed research hypothesis is as follows:

H₁: There is a significant relationship between temporal flexibility and job performance.

H₂: Temporal flexibility has a significant impact on job performance.

(b) Spatial Flexibility (Place)

According to Shagvaliyeva and Yazdanifard (2014), flexibility in work allows employees to control work locations that are far from where they work while Gerdenitsch *et al.* (2015) said that freedom is given to employees to choose where they perform work either at home or at work. This is due to their flexible work schedule allowing them to choose a comfortable and suitable place for them to work. Based on the previous studies referred to, there is no study that explains the relationship between flexible place (spatial) and job performance. Therefore, further research is very necessary to provide a clearer explanation of the relationship between flexible working place (spatial) and job performance. Therefore, the proposed research hypothesis is as follows:

H₃: There is a significant relationship between spatial flexibility and job performance.

H₄: Spatial flexibility has a significant impact on job performance.

Based on the explanation above, the framework of this study has been adapted from the study of Parni and Khair (2020) which tested the relationship between flexible work and job performance. This

study will test the same research model as shown in Figure 1, which is flexible work as an independent variable and job performance as a dependent variable among bank employees.

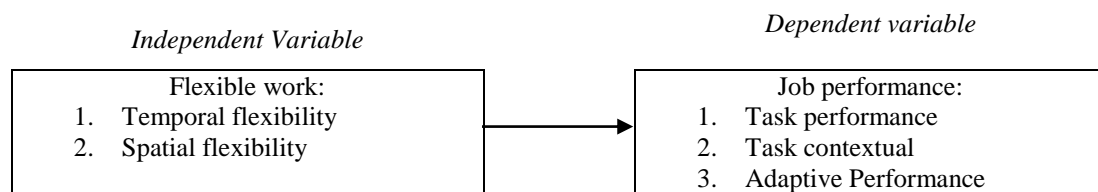


Figure 1: Research Framework

3. Research Methodology

3.1 Research Design

According to Bell, Bryman and Harley (2019), research design or study is a preparation of a framework to collect and analyze the data obtained. The design chosen determines the priorities that are focused on the research being conducted. Meanwhile, Sekaran and Bougie (2016) explained that research design is a plan to collect, measure and analyze the data obtained to answer the research question. This study aims to examine the relationship between flexible work and job performance among bank employees. Therefore, the appropriate research design is a quantitative approach, which is a survey-type study that focuses on objective measurement of a social phenomenon based on some specific variables that need to be measured (Sumanto, 2020). In addition, the quantitative approach used includes descriptive and correlational statistical studies. A descriptive statistical study was used to explain the demographics of the respondents, identify the level of flexible work among bank employees and measure the level of job performance among bank employees while a correlation study was used to explain the relationship between flexible work and job performance among bank employees.

3.2 Unit of Analysis

The unit of analysis is a major measure for a research project to be carried out or in other words, the unit of analysis is "who" or "what" will be analyzed for the research being carried out. There are several types of analytical units such as single people (individuals), a group of communities, focused objects such as books or photographs, geographical units such as urban or rural settlements, organizations or the like. A clear understanding of the research question is very important to determine the category of analysis unit used. Therefore, the unit of analysis for this study is individuals who work in the banking sector, namely banking employees.

3.3 Population and Sampling

Population has a broad meaning in sampling where population is the number of people in a nation or city (Bell *et al.*, 2019). The population selected for this study is among banking employees. Based on data obtained from the Department of Statistics Malaysia shows that a total of 374,000 bank employees in Malaysia (Department of Statistics Malaysia: Publication Information, 2020). The sampling technique used is simple sampling technique. This type of sampling is the most basic probability sampling technique (Bell *et al.*, 2019). This allows each selected population unit to have the opportunity to be a study sample (Sekaran & Bougie, 2016). Therefore, a simple random sampling technique is used to allow bank employees to be the study sample. The sample size of the study is a small number selected from the total population of study respondents. In addition, the selected sample must be from the study population in order to be able to answer the research question and the study sample can generally be applied to the study findings. The sampling table of Krejcie and Morgan (1970)

was referred to and used in this study to determine the sample size based on the population of 374,000 respondents. Therefore, a total of 384 bank employees were taken as a sample of this study.

3.4 Research Instrument

There are three parts in the questionnaire which are respondent demographics in part A, flexible work in part B and job performance in part C. The items in part A which are the demographics of the respondents are gender, race, nationality, age, marital status, education level, work experience. The measurement scale used for flexible work items and job performance is based on a 5-point Likert scale. 1 represents = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; and 5 = Strongly Agree. 10 flexible work items taken from the study of Wheatley (2016), Kipkoech (2018), Albion (2004), Sumaiti (2010), and Bijsterveldt (2015) consist of flexible time (temporal); flexible working arrangements can help me stabilize life commitments, flexible working hours make it easier for me to carry out work, flexible working arrangements allow me to focus more on work while at work, work overtime for days or weeks and claim those working hours as breaks, and flexible working hours make it easier for me to manage variations in workload and responsibilities. While flexible items of place (spatial) are; I can work in a location other than the workplace, I wish to have a flexible policy so I can work from home, I like to have remote access to my computer at work so I can work from home, I like to work from home after or before work hours, and I can create a better balance between work and family when working from home. 15 job performance items are taken from the study of Widyastuti and Hidayat (2018), Koopmans *et al.* (2014), Kipkoech (2018), and Bijsterveldt (2015). 5 task performance items are; I manage to plan my work so that I manage to complete it on time, I always remember the work results I need to achieve, I can set priorities when carrying out a work, I can carry out my work efficiently in minimal time and effort, and I can manage time well. 5 contextual items of the task are; I start a new task when the old task is completed on my own initiative, I try to ensure that the information related to my work is always up-to-date, communication with colleagues allows work results to be achieved as planned, I always take on new challenges while performing my work, and I actively participate in meetings and discussions at work. 5 performance adjustment items are; I can solve problems when there are difficult or unexpected situations at work, I come up with creative solutions for every new problem, I can adapt easily when there are any changes in my job, I try to ensure that my work skills are always up-to-date, and I try to keep my job knowledge up-to-date.

3.5 Data Analysis

Descriptive statistics describe a situation that is closely related to the study population. Descriptive statistics are nominal data that show values such as frequency, mean, median, mode, maximum, minimum, standard deviation and variance. The level of the mean score used to determine the level of tendency in this study is adapted from a study by Ismail (2013); high = 3.67-5.00, medium = 2.34-3.66, and low = 1.00-2.33. Reliability analysis is a measurement value that will determine the level of score consistency for each item in the research instrument (Din *et al.*, 2009). Each item in the research instrument that can be used is when the value of reliability analysis shows a good value which is Cronbach's Alpha between 0.71 to 0.89 (George & Mallery, 2003). The index coefficient value that can be adopted in the actual study is above 0.6 (Izhar *et al.*, 2016). If the value of Cronbach's Alpha obtained is less than 0.6 then the items provided in the questionnaire are not suitable for use in the actual study and the items will be removed for the next analysis. Next, the normality test is useful to determine whether the data obtained meets the conditions of normal distribution to enable parametric analysis to be carried out in inference analysis to test the research hypothesis. A perfect normality distribution is impossible to obtain, therefore there is a certain range that has been presented by statisticians to determine the level of normality of the study data distribution. Tabachnick and Fidell (2007) explained that data that is considered normal has skewness values between -2 and +2 and kurtosis between +5 and -5. Therefore, the normality test will be conducted to determine the skewness and kurtosis values of this research data are within the range that is considered normal. Correlation analysis is one of the inferential

statistical methods used to analyze a relationship between two quantitative variables in any study. The results of the correlation analysis will show the direction and strength of the relationship between the two variables in the study. Table 1 shows the strength of the correlation relationship used in this study.

Table 1: Correlation Coefficient and Correlation Strength (Piaw, 2006)

| Correlation Coefficient Size (<i>r</i>) | Correlation Strength |
|---|----------------------|
| ±.91 to ±1.0 | Very Strong |
| ±.71 to ±.90 | Strong |
| ±.51 to ±.70 | Medium |
| ±.31 to ±.50 | Weak |
| ±.01 to ±.30 | Very Weak |
| .00 | No Correlation |

3.6 Pilot Study

A pilot study was conducted to assess the reliability and validity of the questionnaire prepared before it was distributed to the respondents. Therefore, the value of the index coefficient that is Cronbach's Alpha that can be adopted in the actual study is above 0.6 (Izhar *et al.*, 2016). The items in the questionnaire were tested in order to ensure that any confusion, misunderstanding, difficulty in answering and other unclear interpretations in the questionnaire of this study are corrected. The pilot test sample consisted of 20 respondents among bank employees. Findings show the value of Cronbach's Alpha for temporal flexibility = 0.766, spatial flexibility = 0.600, task performance = 0.933, contextual performance = 0.873, and adaptive performance = 0.836. All these reliability values are acceptable and all instrument items can be used for actual data collection.

4. Results and Discussion

4.1 Respondent Demographics

A total of 384 questionnaires were distributed to bank employees and only 60 questionnaires were received back and used for analysis. The response rate obtained from the distributed questionnaire was 15.63%. The majority of the respondents are female (60%), Malay (95%), and Malaysian citizen (100%). The majority of bank employees who answered the questionnaire were aged between 25 and 34 years (41.7%). As for marital status, most of them are married (71.7%). There are 32 employees with a bachelor degree (53.3%). The majority of respondents are from Bank Kerjasama Rakyat Malaysia (BKRM) employees (30.0%). Most of them had working experience for less than 9 years (48.3%). A total of 31 respondents are executives (51.7%). The overall summary of the respondents' demographic profiles is shown in Table 2.

4.2 Reliability Analysis

The results show a value of $\alpha = 0.824$ for spatial flexibility, $\alpha = 0.891$ for temporal flexibility, $\alpha = 0.930$ for contextual performance, $\alpha = 0.949$ for task performance and $\alpha = 0.955$ for adaptive performance. All the variables are at a very good level, which means that the studied items measure the variables very well and can be used for the purpose of further analysis.

4.3 Objective 1: To Identify the Level of Work Flexibility among Bank Employees

Table 3 shows the overall mean score for flexible work among bank employees. This analysis is conducted based on descriptive statistical methods that include the mean score and standard deviation of each item. In this study, there are 10 questions related to flexible work which are divided according to the dimensions of temporal flexibility and spatial flexibility. All dimensions of flexible working show

values between moderate to high levels. Overall, the mean average value for all dimensions of flexible work is 3.62 and has a moderate level of flexible work at the study site

Table 2: Demographic profile of respondents

| Demographics | Item | Frequency (N=60) | Percentage (%) |
|----------------------|---------------------------------------|---------------------|-------------------|
| Gender | Male | 24 | 40.0 |
| | Female | 36 | 60.0 |
| Ethnicity | Malay | 57 | 95.0 |
| | Chinese | 3 | 5.0 |
| | Indian | 0 | 0.0 |
| | Others | 0 | 0.0 |
| | | | |
| Nationality | Malaysian Citizens | 60 | 100.0 |
| | Non-citizen | 0 | 0.0 |
| Age | 24 years and below | 5 | 8.3 |
| | 25 – 34 years | 25 | 41.7 |
| | 35 – 44 years | 19 | 31.7 |
| | 45 – 54 years | 11 | 18.3 |
| | 55 years and above | 0 | 0.0 |
| Marital status | Single | 17 | 28.3 |
| | Married | 43 | 71.7 |
| | Divorced | 0 | 0.0 |
| Level of education | SPM | 8 | 13.4 |
| | Diploma | 18 | 30.0 |
| | Degree | 32 | 53.3 |
| | Master | 2 | 3.3 |
| | PhD | 0 | 0.0 |
| | | | |
| Banking Institutions | Bank Kerjasama Rakyat Malaysia (BKRM) | 18 | 30.0 |
| | Bank Muamalat Malaysia Berhad (BMMB) | 10 | 16.6 |
| | CIMB Bank Berhad (CIMB) | 5 | 8.3 |
| | Maybank Islamic Berhad | 12 | 20.0 |
| | Bank Islam Malaysia Berhad (BIMB) | 8 | 13.3 |
| | RHB Bank (RHB) | 4 | 6.7 |
| | AmBank | 1 | 1.7 |
| | HSBC Malaysia | 1 | 1.7 |
| | Affin Bank | 1 | 1.7 |
| Work experience | 0 – 9 years | 29 | 48.4 |
| | 10 – 19 years | 20 | 33.3 |
| | 20 – 29 years | 11 | 18.3 |
| | 30 years and above | 0 | 0.0 |
| | | | |
| Position | Manager | 5 | 8.3 |
| | Assistant Manager | 8 | 13.3 |
| | Supervisor | 2 | 3.3 |
| | Executive | 31 | 51.7 |
| | Head of department | 1 | 1.7 |
| | Clerk | 9 | 15.0 |
| | Assistant | 1 | 1.7 |
| | Accountant assistant | 1 | 1.7 |
| | Others | 2 | 3.3 |
| | | | |

Table 3: Level of flexible work

| Construct | Mean (μ) | SD (σ) | Level |
|----------------------|----------------|-----------------|--------|
| <i>Flexible Work</i> | | | |
| Temporal flexibility | 3.86 | 1.04 | High |
| Spatial flexibility | 3.38 | 1.17 | Medium |
| Overall score | 3.62 | 1.11 | Medium |

4.4 Objective 2: To Identify the Level of Job Performance among Bank Employees

Table 4 shows the overall mean score for job performance among bank employees. There are 15 questions related to job performance which are divided according to the dimensions of task performance, task contextual and adaptive performance. All dimensions of job performance show values between moderate to high levels. Overall, the mean average value for all dimensions of job performance is 3.87 and has a high level of job performance at the actual study site.

Table 4: Level of job performance

| Construct | Mean (μ) | SD (σ) | Level |
|------------------------|----------------|-----------------|-------|
| <i>Job performance</i> | | | |
| Task performance | 3.94 | 0.96 | High |
| Task contextual | 3.95 | 1.01 | High |
| Adaptive performance | 3.72 | 1.03 | High |
| Overall score | 3.87 | 1.00 | High |

4.5 Objective 3: To Determine the Relationship between Flexible Work and Job Performance

The next process of analyzing the data is to examine the normality of the data by evaluating the shape of the distribution. The findings show that the normality test analysis using Skewness and Kurtosis values are in the range between ± 2.00 and ± 5.00 respectively with standard error of 0.309 and 0.608 respectively. The conclusion that can be implemented is that the data obtained is normally distributed and Pearson correlation will be employed to test the relationship between the variables.

Table 5: Pearson Correlation

| Variable | Job Performance |
|----------------------|-----------------|
| Temporal flexibility | 0.828** |
| Spatial flexibility | 0.590** |

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

The value of the correlation coefficient shows $r = 0.828$ for temporal flexibility and job performance while $r = 0.590$ for the relationship between spatial flexibility and job performance. Both correlation values are significant at $p < 0.01$. The correlation between temporal flexibility and job performance is strong positive significant while the strength of the relationship between spatial flexibility and job performance is moderately positive significant. Table 5 presents the summary of correlation analysis. Therefore, both H_1 and H_3 is supported.

Table 6: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0.834 ^a | 0.696 | 0.685 | 0.47362 |

Table 7: ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|--------------------|
| Regression | 29.284 | 2 | 14.642 | 65.275 | 0.000 ^b |
| Residual | 12.786 | 57 | 0.224 | | |
| Total | 42.070 | 59 | | | |

According to the model explanation from Table 6 and Table 7, the R square value is 0.696, or 69.6%. This means that the two independent variables temporal flexibility and spatial flexibility can explain 69.6 percent of the dependent variable of job performance. The remaining 30.4 percent of the factors are not covered in this study. When observed more specifically in Table 8, it reveals that only temporal flexibility has a significant impact towards job performance at $P < 0.01$ whereas spatial flexibility is insignificant. Therefore, hypothesis H_2 is supported, while H_4 is not supported.

Table 8: Multiple Linear Regression

| Model | Unstandardized Beta | | Standardized Coefficient Beta | t | Sig. |
|----------------------|---------------------|------------|----------------------------------|-------|-------|
| | B | Std. Error | | | |
| (Constant) | 0.671 | 0.290 | | 2.311 | 0.024 |
| Temporal flexibility | 0.721 | 0.089 | 0.747 | 8.085 | 0.000 |
| Spatial flexibility | 0.124 | 0.086 | 0.132 | 1.435 | 0.157 |

5. Discussion and Conclusion

This section explains the first objective of the study which is to identify the level of flexible work among bank employees. The results of the analysis and findings of this study show that the level of flexible work among bank employees as a whole is at a moderate level. A high level of time flexibility (temporal) was found while flexibility of place (spatial) was at a moderate level. This can be proven when the majority of bank employees agree that they are more focused on performing tasks or jobs when at work with flexible work arrangements. According to Zainuddin (2021), employees get used to working productively at home throughout the COVID-19 pandemic season when they can focus better on the tasks, they are responsible for. In addition, employees can improve the communication process between employees and the team. Furthermore, the majority of bank employees also agree that they can work outside the area other than their workplace. This can be proven that the majority of respondents from EY's 2021 Employee Work Overview Survey chose to work anywhere in other words they agreed to work outside the area (HMetro, 2021). The results of the survey show that respondents as a whole choose flexibility in their jobs. Findings also show that time flexible choices are higher than place flexible choices.

Next, this section explains the second objective of the study, which is to measure the level of work performance among bank employees. The results from the data analysis and the findings of this study show that the level of work performance among bank employees as a whole is at a high level for all three parts, namely task performance, task contextual and adaptive performance. For the first dependent variable which is task performance, all items are at a high level. In addition, the second dependent variable, which is the context of the task, shows that all items are at a high level. Two items have the highest mean, which is that the employees try to ensure that the information related to the task is constantly updated and the communication between the employees allows the given task to be completed according to the schedule provided. The third dependent variable which is adaptive performance shows an overall mean at a high level. The highest item is that employees always get the latest information or knowledge about the work area they are responsible for.

The results of this study found that there is a significant relationship between flexible work and job performance among bank employees. The results of the analysis prove that the value of the correlation

coefficient obtained is strong for temporal flexibility and moderate for spatial flexibility. Therefore, there is a moderate relationship between flexible work and job performance among bank employees. This can be supported based on similar findings that the relationship between flexible working time arrangements and work performance in the Nairobi CBD Commercial Bank is significantly positive (Mwebi & Kadaga, 2015). In addition to this, other findings also support the results of the study, namely a significant positive relationship at a weak level between flexible work and work performance found among lecturers at UTHM (Parni & Khair, 2020). Based on the study of Mungania *et al.* (2016), flexible work arrangements are highly correlated with job performance for the banking industry in Kenya. Thus, the use and practice of flexibility arrangements in organizations facilitate and increase the effectiveness of employees at work (Mungania *et al.*, 2016). The use of aspects of flexible work arrangements for employees in organizations greatly affects their performance in the banking sector. Thus, time flexibility, career path and job flexibility have a positive significant relationship based on performance measures such as customer satisfaction, target standards and employee satisfaction. According to Amir *et al.* (2020), the use of suitable flexible work arrangements can affect the work performance of employees in an organization. The results of the regression analysis show more detailed findings. The model for both dimensions shows a significant influence on job performance. However, only temporal flexibility is seen to affect job performance significantly. Bank employees see that time flexibility is more practiced than place flexibility in improving their job performance nowadays. This is considering that now the period of the COVID-19 pandemic has passed, so employees are more comfortable to come to work at work but with more flexible hours. Although the practice of time flexibility is high and place flexibility is moderate, the employees of the banking sector are still able to work productively in carrying out their responsibilities.

The results of data analysis and the findings of this study are expected to provide benefits to any party in putting together strategies, measures and programs that can further improve the work performance of employees more effectively and efficiently. Encouraging work performance can be increased with various support, efforts and ideas from various parties with appropriate creative initiatives. With that, the entire result of this study is hoped to be used as a reference in the future in producing this study in more depth. This study was carried out to build an understanding of the work performance of flexible work which is closely related to. Therefore, this study provides many benefits to certain parties. For example, the benefit to the bank is to take the initiative by implementing programs or activities that can improve the work performance of employees in the banking sector while also being able to increase the productivity of employees and the organization. The implementation of more organized flexible work can be implemented which can have a positive effect on the employees. In addition, the employer also benefits from this study by using this study as a facilitator to find out the acceptance of employees towards flexible work which has an impact on the work performance of their employees. In fact, the suggestions mentioned can also be used as one of the initiatives to improve the work performance of the employees. Furthermore, future researchers can use this study as a reference material or improve the results of this study in accordance with the current situation at that time.

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