

The Influence of Perceived Enjoyment on Impulsive Buying Behaviour in the Apparel Industry Among Millennials in Klang Valley, Malaysia

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Abstract

A Key Performance Indicator (KPI) measures how well an organisation meets their goals. Performance KPIs must be properly established and communicated to remote working employees. Maintaining effective communication can guarantee that the management and staff can be all on the same track. The Covid-19 pandemic has heightened the need for communication and effective supervision in the past two years since the majority of companies have been working remotely. Poor communication and supervision, regardless of whether it is because of personal issues or the lack of adequate technology, will surely result in uninspired and ill-informed employees who may, in the end, come to terms with their workability and eventually the organisation as a whole. A quantitative analysis was carried out to investigate how the factors that could affect KPI among employees working remotely in the E-commerce industry, in Klang Valley, Malaysia. A sample size of 54 respondents participated in the survey and findings revealed that attributes such as effective workplace communication and effective supervision could positively impact the KPI of remote employees

Keywords: *Effective Workplace Communication, Effective supervision, Key Performance Indicator, Remote Working Employees*

1.0 Introduction

The covid-19 pandemic has resulted in substantial modifications in business practices all around the world. During these unprecedented times of protracted lockdowns and social alienation,

business management requires a new and systematic strategy. With the majority of reputable organisations' employees working remotely, performance tracking and management must address new parameters (Tulsiani, 2020). The said parameter seems to be by measuring employees' performance with their key performance index while employees are working remotely. The Key Performance Indicator (KPI) is a measurable statistic that shows how well an organisation is accomplishing their key business goals. Organisations use KPIs at many levels to assess their progress toward their goals. Low-level KPIs may emphasise procedures in departments like sales, marketing, human resource, support, and many more (Klipfolio, 2020). On the other hand, high-level KPIs might emphasise on the overall success of the business. Employee performance should be measured using KPIs that are aligned with the organisation's overall goals. It is pointless to evaluate people based on measures that have no bearing on the success of one company. When developing a KPI, companies must keep the following seven characteristics in mind, which are simplicity, alignment with organisational goals, relevance, measurability, achievability, timeliness, and visibility (Vessella, 2020). Managers across the world understand that monitoring a firm's productivity is difficult, but necessary, in these difficult times. Not only that, keeping track of employees' work performance while working from home is advantageous to everyone even more so for the organisation. It does not only allow managers to keep track of what is going on in their departments, but it also helps employees adjust to new circumstances while staying focused on the objectives and tasks that are given to them (Kenjo, 2021).

1.1 Problem Statement

The pandemic made working from home a norm for most of the companies in Malaysia. Measuring the key performance of the employees has always been an integral part of employee evaluation, however, it is becoming challenging in the wake of virtual working. Many factors have been known to affect the key performance index of employees who are remotely working such as lack of effective communication between co-workers, lack of effective supervision and monitoring of work progress of employees, a change in the working environment, and lack of mental health support from the company (Pokojski, Kister, & Lipowski, 2022). However, previous research has suggested that proper communication between co-workers, effective supervision and monitoring of the work progress of employees are two critical factors that have been impacting employees' KPIs, particularly while working remotely.

Employees have been pushed to work from home for greater periods as a result of the remote work arrangement. In these uncertain times, several of them are concerned about their job protection. This has had a significant impact on these employees' productivity. Work performance might easily suffer as a result of the increasing workload combined with fear about their uncertain employment status. The main reason given for the decrease in employee performance is a lack of good and effective communication among co-workers (PossibleWorks, 2021). When it comes to working together as a team, communication is crucial. An employee must be provided with detailed guidelines on what must be accomplished, what the task's final goal is, and what their clients' requirements are (Pokojski, Kister, & Lipowski, 2022). It may be hard to verify the requisite levels of synchronisation in their work unless there are sufficient routes of communication among co-workers working toward a certain goal simultaneously but just from various places (PossibleWorks, 2021). This, in turn, will affect the key performance index of an

employee while they are working remotely. Existing literature has established the relationship between effective communication and performance, however not enough literature is there examining its impact in a virtual environment. Hence, this research will address this gap by examining the impact of effective workplace communication on the KPI of remote working employees during the Covid-19 pandemic.

Furthermore, change in employees' working environment also affects the level of supervision and monitoring of the performance of employees. Remote work monitoring is proving to be challenging. This is because there will be employees who may intentionally delay their replies to their supervisors or managers or engage in behaviours or activities that are not related to their work and tasks assigned (Pokojski, Kister, & Lipowski, 2022). This suggests that having effective supervision and monitoring of the work progress of employees is also an important aspect that can considerably influence the KPI of employees. However, there is not enough research on this area as this is the new challenge faced by employers. Thus this research will address this gap by examining, the impact of effective supervision and monitoring of work progress on the KPI of remote working employees during the Covid-19 pandemic.

2.0 Literature Review

2.1 Key Performance Indicator during Covid-19 Pandemic

KPIs are more than simply just statistics that are put on a weekly basis. KPIs also help an organisation to analyse the productivity and sustainability of the organisation so that management can make key changes in their operations to meet the organisation's strategic goals. Knowing and monitoring the proper KPIs can allow an organisation to accomplish outcomes more quickly. A Key Performance Indicator is a quantitative indicator that shows how well an organisation is performing in relation to its business objectives (Wishart, 2022). Without quantifiable KPIs, there would be no effective performance management. Being responsible for high performance necessitates clear and explicit KPIs or important results. The fundamental task and requirement of serious leadership is to correlate performance management to KPIs. Managers, not HR, are responsible for ensuring that performance management initiatives contribute to quantifiable and useful business objectives (Schrage, 2020). Thus, it is also important that organisations implement KPIs for employees even when they are working from home to improve productivity and performance.

According to a study by Society for Human Resource Management (SHRM), 71% of organisations are trying to adjust to working remotely, particularly throughout the fields of performance and communication, and 65% identified sustaining employees' morale as a key concern (Maurer, 2020). However, productivity is not determined by the amount of time an employee spends in front of their working laptop or computer, it is more about what they have achieved in their work rather than how many hours they labour in a day. This is how an employee achieves their objectives (Duran, 2022). Productivity KPIs measure how well those goals are reached, evaluate their employees, and recognise significant improvement without the need for ongoing micromanagement (Duran, 2022). KPIs for assessing employee performance should be aligned with an organisation's broader aims and objectives. It makes no logical sense to evaluate employees based on criteria that have no practical influence on the success of the company (Vessella, 2020). Performance KPIs must be properly established and communicated to remote working employees.

Managers should guide their staff on how to understand the KPIs that are given to them. Employees cannot try to enhance areas of their everyday performance if they are unaware of the variables on which they are being evaluated. When these KPIs have been implemented effectively, employees would have the potential to significantly improve field operations (Vessella, 2020).

Thus, KPIs are important for an organisation to achieve their company's vision because they can identify the strengths and weaknesses that the company is facing, which is why it is also important for companies and managers to measure KPIs for remote working employees as well.

2.2 Effective Workplace Communication

The Covid-19 pandemic had put a lot of organisations in a new position, where they have to manage their employees while they are working from home as many countries announced lockdowns to reduce the spread of the virus and to protect the nation's health and well-being. Workplace communication is essential for optimising internal communication. Maintaining effective communication can guarantee that the management and staff can be all on the same track. This also implies that employees may feel competent in their work, and supervisors can be satisfied with the effective work performance of their staff (Cheng, 2020). Hence, organisations need to know how to implement effective workplace communication even when they are not working in the office, but in another working environment instead.

Employees in an organisation share their thoughts, information, and knowledge in the workplace through communication. Effective communication is essential for completing any task, no matter it is in person or through online meetings, and it is a part of any organisation's internal communication initiatives. The Covid-19 pandemic wreaked havoc on regular business and global communications (firstup, 2021). This is because most countries have enforced a national lockdown to reduce the spread of the virus. Thus, employees are given no choice but to work remotely. Maintaining good, long-term working interactions throughout all organisational levels requires effective communication. This is especially true while working remotely and dealing with uncertainty during work. Employers who engage in providing open lines of communication will quickly create trust among employees, which will result in increased productivity, output, and morale as a whole. The Covid-19 pandemic has heightened the need for communication in the past two years since the majority of companies have been working remotely.

Poor communication, regardless of whether it is because of personal issues or the lack of adequate technology, will surely result in uninspired and ill-informed employees who may in the end come to grips to doubt their own ability in work and eventually the organisation as a whole (Page, 2021). Employees in an organisation communicate to share information and ideas in many ways. New communication platforms such as Slack, Zoom, Microsoft Teams, and Google Meet help to simplify communication between businesses, teams, and people. Effective workplace communication requires both parties to participate. Setting a context as the sender and selecting the appropriate media or channel is essential. The context for the remark, concept, or inquiry being expressed should always be present in effective communication. Any external factors such as urgency, ideas, or culture are considered as setting (firstup, 2021). Effective workplace communication is useless unless organisations chose the necessary tools to create better teamwork, especially now more than ever since Covid-19 and most organisations are implementing working from home policies, which results in lesser face-to-face engagements in the workplace. Organisations should utilise a variety of communication applications that can improve workplace communication even when employees are working from home to achieve effective workplace communication (Cheng, 2020).

As the workplace is becoming even more flexible nowadays because of Covid-19, employees are given the choice to work from home to reduce the risk of spreading the virus. However, this should not be the reason why employees do not attend or skip any of the team meetings that are held. Holding conference calls is an approach for supervisors to observe their employees' body

language, facial expressions, and everything else that comes with a face-to-face conversation (Cheng, 2020).

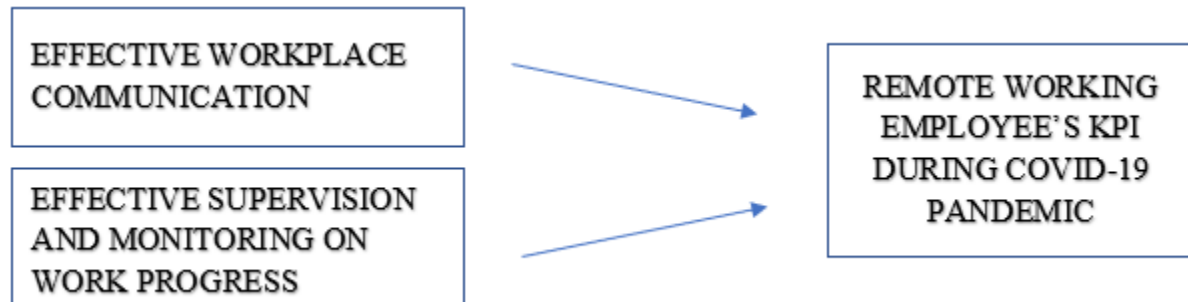
2.3 Effective Supervision and Monitoring of Work Progress of Remote Working Employees

In light of the Covid-19 pandemic, there are a lot of companies that have implemented work from home to minimise the risk of spreading the virus as well as to protect their employees from Covid-19. However, managers seem to have a hard time trying to monitor their employees' work progress while they are working remotely. Employees' productivity is the foundation of an organisation's success (Krithika, 2022). No matter what industry the organisation is in, if their employees are not productive at work, then the organisation may suffer unfavourable consequences. As a result, it is critical to monitor your employee's work progress and productivity. Being in a remote working environment has made this even more important to track and supervise employees who are working remotely (Krithika, 2022). Researchers have also discovered that to successfully monitor remote working employees who cannot be physically seen in our typically known office settings, supervisors need to boost job formalisation, offer more feedback towards their employees, and use output-based employee performance reviews (Mendoza, 2020). Employees look up to their managers for advice, support, and development to improve their job abilities and advancement in their career path (Mendoza, 2020).

According to Bonet and Salvador (2017), a study by The Economist Intelligence Unit found that 46% of managers see managing employees at a distance as their most difficult issue. Similarly, an Institute of Leadership and Management survey of managers from several factors discovered that more than 80% believed that remote supervision hampered their capacity to maintain consistent procedures, uncover problems early on, and avoid misinterpretation of instructions and directives. Many management professionals believe that remote monitoring reduces worker performance. They contend that when managers engage with their employees through online platforms, non-verbal indications are lost, which in turn makes the manager less successful in regulating, guiding, assisting, and establishing objectives for his or her team. The distance while working remotely can also impede real-time communication, which will limit managers' capacity to help their employees swiftly or recognise employees' concerns promptly. Lastly, manager-employee isolation inhibits non-task contact, which makes it more difficult for managers to develop employee engagement, acknowledge their strengths and flaws, and consider individual employees' personal and social conditions throughout the execution of their tasks (Bonet & Salvador, 2017).

The supervisory role maintains strong control over the employees' actions through regular monitoring to make sure that their employees get their tasks done (Samiksha, 2022). Not only that, according to Finnegan (2020), companies may now develop a more detailed image of their internal employees thanks to more modern tools (Finnegan, 2020). According to a Gartner study of 239 big organisations that is conducted in 2018, more than half of the organisations were utilising "non-traditional monitoring methods" such as email tracking and location monitoring, which is up to 30% in 2015 (Finnegan, 2020). At that time, it was expected that this percentage would reach up to 80% by 2020 because of Covid-19 (Finnegan, 2020). Hence, it can be said that supervision and monitoring are one of the methods that organisations used to keep track of their employees' work progress.

Figure 1: Proposed Research Model



3.0 Methodology

Quantitative is commonly used as a synonym for any data collection approach that generates or uses numerical data. In contrast, qualitative is mostly employed as a synonym for any data-collecting approach that creates or utilises non-numerical data (Saunders et al., 2012). This study, which will be centred on the aforementioned issue, will be mostly quantitative since the data will be compiled and interpreted in numerical format. This quantitative study focuses on deductive inference (Sekaran & Bougie, 2010), and it employs a variety of quantitative analytic methodologies, from providing a simple explanation of the variables to constructing statistical correlations between variables using complex statistical modelling (Saunders et al., 2012). The researcher's purpose in this quantitative study with many variables is to examine the link between an independent variable in a community and a dependent variable (Hopkins, 2000).

For the structural model research, an online poll was employed to acquire analytical evidence. Millennials from Klang Valley, Malaysia took part in the survey. The researcher gathered information from employees who have been working remotely in the E-commerce industry. Furthermore, respondents were asked to recall their most recent remote work experience when filling up the questionnaire as the data collected will be more recent and accurate. The primary data may be collected by the researchers themselves through various methods such as assessments, interviews, and questionnaires (Saunders et al., 2012). However, for this study, questionnaires will be the most ideal method for data collection. All of the items were estimated on a 5-point Likert scale.

4.0 Data Analysis

4.1 Reliability

To test the reliability, Cronbach alpha was used, which tends to tell the internal consistency of the items of each variable. Cronbach's alpha refers to the "measure of internal consistency", and thus represents the scale reliability. For interpretation of reliability values, the value above 0.8 represents good internal consistency, while values that lie between 0.5 to 0.7 represents the

acceptable level of internal consistency and values below 0.5 means weak reliability. The values for the current variables were 0.866, 0.813, 0.868, for Key performance indicators, Effective workplace communication and Effective supervision and monitoring which means all of these variables show a good level of internal consistency.

Table 1: Cronbach Alpha

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Key performance indicator	.866	6
Effective workplace communication	.813	6
Effective supervision and monitoring	.868	6

4.2 Normality Test

For normality testing, the skewness and kurtosis of the data were checked. To run any parametric test for hypothesis testing, the normality assumption must be satisfied. For skewness, the values must lie between +1 to -1 for the distribution to be normal. If the value is above +1 and below -1 the data is right and left-skewed respectively (Orcan, 2020). The values of skewness for the current data set were -1.136, 0.694, and -2.637, for key performance indicators, effective workplace communication and effective supervision and monitoring respectively. This depicts that there was no significant skewness in the data and that the data for this independent variable effective workplace communication was normally distributed whereas for the second independent variable ESM, the skewness value was -2.637 which indicates that the data is slightly negatively skewed for effective supervision and monitoring. The value of skewness for the dependent variable, the key performance indicator, was -1.136, which further suggests that the data is not normally distributed rather it is slightly negatively skewed. For the kurtosis, it represents the heaviness of the tail of the distribution and the acceptable range of normality is +3 to -3. The values of the kurtosis for all variables lie in a given range and thus the data is fairly symmetrical.

Table 2: Normality Test

Variables	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Key performance indicator	54	4.2963	.325	1.931	.639
Effective workplace communication	54	4.2716	.325	.340	.639
Effective supervision and monitoring	54	4.2747	.325	1.041	.639
Valid N (listwise)	54				

4.3 Pearson Correlation

The correlational analysis refers to the statistical method that measures the strength of the relationship between the variables. The correlational analysis for the current study was conducted with Pearson correlation with two-tailed methods, which is used when both variables are continuous (Senthilnathan, 2019). The Pearson correlation tests the strength, direction and significance of correlation. The values above 0.7 are considered as a strong correlation while values between 0.3 to 0.6 are considered as moderate correlation (Senthilnathan, 2019). The key performance indicator is correlated positively with the independent variable effective workplace communication with the value of r equal to 0.651 and a significance level of 0.000. Key performance indicators showed a significant and positive correlation with effective supervision and monitoring having a value of r equal to 0.628 and a p -value of 0.000 representing that there exists a moderate positive correlation among the variables.

Table 3: Correlation Test

Correlations

		KPI	EWC	ESM
KPI	Pearson Correlation	1	.651**	.628**
	Sig. (2-tailed)		.000	.000
	N	54	54	54
EWC	Pearson Correlation	.651**	1	.637**
	Sig. (2-tailed)	.000		.000
	N	54	54	54
ESM	Pearson Correlation	.628**	.637**	1
	Sig. (2-tailed)	.000	.000	
	N	54	54	54

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

4.4 Multiple Linear Regression Test

The multiple linear regression was conducted to test whether effective communication and effective supervision and monitoring predict the variance in key performance indicators of the employees working remotely (Olive, 2017). The value of R represents the fitness of the model and

prediction quality, which is 0.707, meaning that the prediction quality is high. The value of R square indicates that there is a 50% variance in the key performance indicator that is predicted by the variance in effective workplace communication and effective supervision and monitoring, while the rest of the variance cannot be attributed to these variables and is caused by other variables. The value of F in ANOVA table was 25.516 and the significance value of 0.000, which means the results are significant. The variance in impulsive buying behaviour is predicted by predictor variables significantly with $F(53, 3) = 25.516, p = 0.000$.

Table 4: Regression Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.500	.481	.37890

a. Predictors: (Constant), ESM, EWC

Table 5: Anova Test

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.326	2	3.663	25.516	.000 ^b
	Residual	7.322	51	.144		
	Total	14.648	53			

a. Dependent Variable: KPI

b. Predictors: (Constant), ESM, EWC

5.0 Discussion

H1a and H2a were tested. H1a was related to the relationship between effective workplace communication and key performance indicator. H2a was related to the relationship between effective supervision and monitoring and key performance indicator. The results of the first independent variable, effective workplace communication was significant and a positive predictor

of the dependent variable key performance indicator where the value of B is marked as 0.437 and the value of p is 0.002 indicating that the first hypothesis of the respective study is accepted since the value of p is not greater than 0.05. Previous studies have found the same results, such as the research by Firstup, (2021), who said that effective communication is essential for completing any task, no matter it is in person or through online meetings, and it is a part of any organisation's internal communication initiatives, and thus it improves the KPI of employees.

Another study by Cheng (2020) has produced similar findings, indicating that maintaining effective communication between management and staff can ensure that both parties will feel competent in their roles as well as that managers will be pleased with the efficient work output by their teams, improving KPI. Similar to this study, Page's research from 2021, which was done during the COVID-19 pandemic, found that remote working at this time had increased the demand for communication. According to van Zoonen et al. (2021), during pandemics, poor communication—whether it be due to personal concerns or a lack of suitable technology—leads to workers who are underinformed, which has an impact on their performance. Thus, the results of the current study are aligned with the past research, that effective communication can predict better performance and improve the KPI of remotely working employees.

Similarly, the second independent variable effective supervision and monitoring was also significant and positive predictor of the dependent variable key performance indicator where the value of B is marked as 0.288 and the value of p is 0.007 indicating that the second hypothesis of the respective study is accepted since the value of p is not greater than 0.05. The results are aligned with the previous studies such as the research by Krithika (2022), which stated that the KPI is very crucial and thus it is critical to monitor the employee's work progress and productivity, as it impacts the KPI of employees. Aligned with it, the research by Kuleto, et al (2021) stated that being in a remote working environment has made it even more important to track and supervise employees who are working remotely, leading to better KPI.

Another research by Mendoza, (2020) has also discovered that to successfully monitor remote working employees who cannot be physically seen in our typically known office settings, supervisors need to boost job formalisation, offer more feedback towards their employees, and these can improve the employee performance and the better KPI. Thus, the results of the current study are aligned with the past research, that the effective supervising and monitoring of employees can predict better performance and improve the KPI of remotely working employees.

5.1 Practical Implications

The current study has implied that some aspects, including structural ones, are immediately under organisational control, which needs to be focused on improving the KPI of remote workers. The findings of the study have revealed significant and practical implications for companies. Firstly, employees who consider that there is effective communication, and task clarity as being greater are better equipped to adapt to remote work, leading to improved KPI of remote workers. In these situations, organisations might create and allocate autonomous jobs and activities where it is feasible to give clearer objectives and aims and reduce interdependencies amongst organisational members, as well as there is effective supervision and miniating of employees. Practically, the study suggests that organisations should focus on these two aspects, to assist workers' agentic processes and improve their ability to adapt to these environments. Organisations must also make sure that workers have the resources to do tasks on their own while sustaining interdependencies

at the group level. For instance, the results indicate that corporate communication quality and effective supervision in particular may support the transition to remote work leading to better KPI of employees.

5.3 Theoretical Implications

The results have several theoretical ramifications. First, this study identified several crisis-specific environmental factors which can impact the KPI of remote workers during the pandemic and thus added to the organizational literature during the time of the pandemic. The current study adds to the literature by establishing the empirical relationship between effective communication and supervision of employees with the KPI of remote workers during the pandemic. As an example, the current study has shown that effective communication is a relevant predictor that may be thought of as a relational element underpinning adjustment and thus affecting the performance of employees during Covid-19. Furthermore, the current study is theoretically significant as it has defined contextual variables, which include crisis-specific indicators which have affected adjustment to the pandemic era. Finally, this research has theoretically stated how supervision and monitoring and communication quality may help to ease some of the difficulties associated with making the transition to remote employment, regardless of the industry.

5.4 Conclusion and Recommendation

The study suggests some recommendations for future scholars to explore the topic in detail. Firstly, the sample size of the study is sufficient but future researchers could benefit from a greater sample size and greater amount of time which may produce different results. Secondly, future scholars could expand the geographical placement of the study by exploring other cities apart from Klang Valley. An advantage of targeting more cities would be that a greater sample size concerning their region will be obtained. Thirdly, the study intends to target only workers working in the e-commerce industry. However, future research could explore other industries as they may have different views regarding online working. Fourth, effective workplace communication and effective supervision and monitoring were considered independent variables for this study. In future, more independent variables can be introduced to inspect the indicators of KPI, for instance, deployment of technology, innovation, flexibility etc. Fifth, the current research has adopted a quantitative research method. It would be interesting to explore the KPI of remote workers through the qualitative method as it will not only help to determine what they think so but will also explore why they think in that specific way. Lastly, in future, researchers could rely on longitudinal data to inspect the tendency of millennials regarding impulsive buying.

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