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Effective Communication and Organization Culture in Enhancing Employee's Work Performance During Work from Home (WFH)

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ABSTRACT

The rapid spread of the covid-19 virus has had an impact on the lives and jobs of communities around the world. The existence of new norms has forced the world community to accept and adapt to living with this virus. In Malaysia, work from home is one of the new norms practiced in every sector to curb the spread of covid-19 pandemics. In Government Link Company (GLC), work from home style working is applied to almost all departments and to high risk individuals. The purpose of this research is to explore the effective communication and organizational culture practices required during work from home when there are changes to employee's behavior and psychological that affects their work performance. Therefore, the use of effective communication is needed to ensure less constraint in conveying information between employees and employers. This research was conducted by using qualitative method. Data was collected through conducting in-depth interviews with different positions level of employees between ages of 25-40. The semi-structured interview questions were designed to elicit the response towards answering the research questions. The findings suggested that during working from home method, behavior and psychological change affected the style of manage between personal matter and work, at the same time there is interference from the environment. Findings also suggested that the appropriate management style is important to create a good organizational culture and foster mutual trust between employers and employees that help them improve working performance at the same time.

Contribution/Originality: This study explores the impact of Covid-19 spread on organizations in particular involving the psychological effects of employees while working at home. The impact of Covid-19 on an organization has affected the performance and productivity of an organization. Therefore, this study looked at how workers cope with stress levels and psychological effects when working at home in line with the spread of the Covid-19 pandemic.

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1. Introduction

The pandemic Covid-19 continuously impacted community life, whether physically or mentally. Currently there are still many cases of Covid-19 infection reported in the workplace and it is worrying. The government has issued guidelines to ensure security and prevent transmission amongst individuals and organizations, yet viral infections are still rampant. Fear and dread of new pandemics is becoming as a complex situation impacting humanity, rather than merely a medical one. In the new pandemics create severe stress, which is broad and unmanageable compared to daily stress (Main et al., 2011). The COVID-19 pandemic shows that the public sector is dealing with not just basic and complicated issues, but also tumultuous issues marked by the unexpected appearance of inconsistent, unpredictable, and uncertain occurrences. Turbulent challenges necessitate strong governance solutions that are adaptive, nimble, and pragmatic enough to maintain a certain objective or function in the face of constant interruptions (Ansell et al., 2020).

There are new norms applied in the employment sectors, including the public sector. Among the new norms imposed in the public sector is the working from home (WFH) method. However, it affects the behavior and psychological well-being of employees with the elements of disruption. WFH can have various impact on employees work performance and later will affect the organization to continue their operations smoothly. COVID-19 has changed the location of many public sector workers' jobs, their work duties, the pressures they encounter at work, and the responsibilities they face outside of work. According to previous research, these changes provide both unique problems and substantial pressure on public sector employees, putting them at risk of burnout, sick leave, demotivation, and reduced performance (Schuster et al., 2020). In another matter, sad but true, there are situations whereby employees were forced to work in the office due to certain circumstances such as, strict and stringent leaders and/or organization. This scenario makes employee's feel stuck between wanting to maintain safety or wanting to risk themselves for the sake of make a living. When there are external and internal elements that are attached to these employees, it is not impossible that it interferes with their work performance to deliver the assigned tasks well. Apart from that, the COVID-19 pandemic has added new concerns for public sector crisis communication and managing efforts because of the unique crisis demands it created (Coombs, 2020).

In the issue of such employers, it shows lack of trust towards their employees. This might be due to leaders who have mindset that WFH employees might often laze around and take frequent breaks, resulting in longer and less work time when the breaks and work go unmonitored. Whereas, in the workplace, one is constantly reminded to be on the right track and perform efficiently and effectively, which is impossible with remote work. With, it is clear to see that the organization does not provide an opportunity or even a lack of communication and mutual understanding in practicing WFH new norms as covid-19 pandemic prevention. Coombs (2020) stated the evolving nature of the COVID-19 pandemic, as well as its prolonged persistence, heightened the necessity for communication. Communication entails not just conveying messages to constituents but also listening to them (community engagement) to understand their needs throughout the pandemic.

Therefore, this study will explore employee's impact on new norms i.e. WFH during Covid-19 in terms of employee behavior and psychological effect on their working performance directly and indirectly and the effective communications and organizational culture that

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should be practiced by the organization to take care of the welfare of employees especially in this pandemic situation in terms of safety and health that can help both parties to continue working in a safe environment and help maintain the quality of work performance of employees.

1.1. Research Question

i. How far work from home (WFH) during the Covid-19 pandemic affected on working performance among GLC employees in Malaysia
ii. How effective communication helps employees and organizations while executing task deliverables during work from home (WFH) among GLC employees in Malaysia
iii. How organizational culture can enhance work performance while practicing work from home (WFH) among GLC employees in Malaysia

1.2. Research Objective

i. To explore the impact of work from home (WFH) during the Covid-19 pandemic on working performance among GLC employees in Malaysia
ii. To discover the effective communication that helps employees and organizations improve the working environment while enhancing work performance during work from home (WFH) among GLC employees in Malaysia
iii. To identify the organizational culture that can enhance work performance impact from work from home (WFH) among GLC employees in Malaysia

2. Literature Review

2.1. Importance of Effective Communication

There is a need for organizational managers with direct reports to communicate effectively to engage with people, establish stronger relationships, and change attitudes and behaviors in the workplace. According to Wits Language School (2017), effective communication enhances a company's ties with all of its stakeholders and helps businesses in a variety of ways: stronger decision making and faster issue resolution; early warning of possible problems; greater productivity and steady workflow, stronger business partnerships, clearer and more compelling marketing messaging; enhanced professional images for both employers and firms; decreased employee turnover and more employee satisfaction.

Communication necessitates specialist individuals in the field of exchange, which deals with the internal and external communication of information. Communication allows members of the working team to engage with one another. Through attentive and effective communication, a manager should be the first to build bridges amongst people of the company. Organizational operations are correctly conducted thanks to communication. Effective communication necessitates skilled individuals in the field of communication, which deals with both internal and external exchange of information (Bucata & Rizescu, 2017). Employees and managers must communicate effectively for employees to understand what is expected of them. Managers must offer a clear job description for each employee, ensuring that employees have instant access to the resources they need to accomplish each task. The term communication refers to any efforts undertaken by management to improve employee performance (Femi, 2014).

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There is no disputing the importance of communication in the workplace, given that individuals from all social and professional backgrounds join in an organization to work toward the same goals. Administrators frequently fail to recognize the significance of communication at work and so fail to properly communicate their ideas, organizational goals, vision, and so on. When an organization's administrators fail to establish an atmosphere that encourages open and honest communication, it may have a detrimental impact on the work culture and employee productivity (Adu-Oppong & Agyin-Birikorang, 2014). Employee morale is also improved when there is good communication within a team. Employees will feel safer in their roles if they believe they are properly educated about the company's strategy and goal. Regular internal communication may also contribute to a better work ethic if employees are reminded of their accomplishments and feel like they are working toward a common objective (Senapati, 2016).

2.2. Organizational Communication

From the 1950s to the 1970s, organizational communication research was centered on enhancing organizational life and productivity. During this time, humans were thought to be rational beings, formal logic was used, communication was studied as a mechanical process, and a container was a popular metaphor for an organization (Keyton, 2017). Organizational leaders who shift away from traditional forms of communication have an impact on organizational goals in order to boost productivity (Yang et al., 2014). When it comes to the interaction of individuals inside an organization, organizational communication becomes essential. Communication inside the company becomes critical to get a shared understanding of the information provided to each other. Communication may provide happiness to those who engage in it. Corporate, social, and personal happiness are all dependent on a person's capacity to communicate effectively to others about his job, what he wants, and what he thinks (Winarso, 2018). Additionally, internal communication is critical for workers to be able to carry out their jobs conscientiously while contributing to the organization’s overall success and achievement. Current organizational work necessitates a greater emphasis on internal communication procedures in order to be effective and enhance employee performance (Titang, 2013).

2.3. Communication Enhancement on Employee Work Performance

Employees are the most important resource of the organization, and the way in which they are actively involved in attaining the strategic objectives of the company for which they work is crucial to get the expected performance of top management (Kandlousi et al., 2010). Communication, as a managerial function, is the process of developing, communicating, and interpreting ideas, facts, views, and sentiments concerning job performance, organizational effectiveness and efficiency, and achievement of organizational goals (Markovic & Salamzadeh, 2018).

Effective communication between management and staff is crucial for a company's potential success. Leaders must use communication techniques that will have a beneficial impact on the workplace (Gray & Laidlaw, 2002) thus helps the managers to be aware of the performance of their subordinates (Munjal, 2017). When it comes to an employee's behavior at work, motivation is concerned with how the employee views his or her position within the company, with how his or her job is valued, both in terms of value (the fact that he or she is paid for his or her work) and social component (how others consider his or her work), as well as with interpersonal interactions created in the profession

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(Bucata & Rizescu, 2017). Employee performance refers to an employee's behavior while executing a job or task (El-Zeiny, 2012). It is something or an outcome created by the organization's workers (Folorunso et al., 2014). Understanding effective communication methods helps to inspire employee productivity and provides a better understanding of communication variables that affect societal change (Gursoy et al., 2013).

Today, however, more and more employees realize that communication, which is the reciprocal exchange of knowledge that begins with the receiver and leads to successful and efficient job performance in an organization, is a vital part of their work since it is the essence of management. Management's fundamental activities planning, organizing, staffing, directing, and controlling cannot be carried out effectively without good communication. In an organization, several units exist, and contact occurs through communication in order to achieve organizational goals. Workers' performance is defined as how successfully an employee is able to delegate his or her responsibilities to the designated organization. Setting and clearly expressing performance standards and expectations, monitoring and offering feedback, and performing appraisals allow you to get the greatest results via staff performance management (Femi, 2014).

2.4. Work from Home (WFH) New Norms Effect on Employee Work Performance

According to Simran Kaur, country manager at Job Street, 48% of employers in the poll complained that the new standard had resulted in lower production since the WFH arrangement had taken a toll on their physical and mental health (Krishnan, 2021). The new regulations provide relief from long commutes and wasted time with family for individuals who can work from home for the first time. They also allow workers to relocate to potentially less costly or more appealing areas, such as those located further away from city centers or office buildings. However, telecommuting has proven to be extremely difficult, lonely, and stressful, particularly for parents with small children (Dickler, 2021). Working from home offers advantages and disadvantages, especially in an emergency or lockdown situation. The requirements for successful work from home (WFH) are a quiet area with a strong internet connection at home, however they do not ensure the quality of production and performance. There are more factors to consider. Many participants expressed their greatest concern regarding the timetables and expectations (Sahni, 2020).

Being in the same home setting for an extended period of time produces feelings of social and professional isolation and detachment, which has a detrimental impact on productivity (Thorstensson, 2020). Many employers are concerned that workers would take advantage of the flexibility that comes with working from home and reduce their individual job effort (Gariety & Shaffer, 2007). Working from home has the potential to generate personal and professional isolation since employees have less social connection (Hill et al., 2003). While there are advantages to WFH, there are also several disadvantages to full-time WFH. Employees who work from home have fewer opportunities to connect with coworkers and may have fewer physical motions, such as walking between different meeting places (Tavares, 2017). Furthermore, long periods of screen exposure caused by full-time computer work can cause weariness, tiredness, headaches, and eye-related problems (Majumdar et al., 2020).

Full-time WFH without face-to-face interactions and social support on a daily basis may contribute to mental difficulties such as social isolation and depression in those who live alone (Mann & Holdsworth, 2003). Others may find it tough to psychologically disengage

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from work due to blurring work-life boundaries, which can increase stress and anxiety (Evanoff et al., 2020). Balancing work schedules around other family members is a typical cause of worry in work-life boundaries, with some parents experiencing "porous" work time (Messenger et al., 2017) as they might need to take care of house chores and run errands in between their work meetings.

While some people thrived working from home, the study revealed that mental health was declining across all industries, seniority levels, and demographics. Job satisfaction, motivation, and company satisfaction all suffered as a result. While they've been juggling home and work life in one location for months, they now have the extra burden of managing academics during the day in between work meetings and tasks that must be done (Laker, 2020).

2.5. Importance of Public Sector and Covid-19 Impact

Any economy's progress is reliant on the public sector. The public sector, as the government's monopoly, is seen as a vital entity and contributor to economic growth (Mohammed, 2010). Generally, know the civil service sector is a pillar of national administration. The sector has a role to formulate policy and set the direction of the country on the right track (Muhammad, 2020).

The civil service sector is the largest employer and contributor to expenditure in most countries. In addition to its role as a national economic policy maker, the public service sector is also responsible in setting the direction for the entire economy in collaboration with the private sector. Based on the experience of more than 60 years after independence, the Malaysian civil service sector has a good historical record and performance, assessed through its role in national development (Bajpai & Abdullah, 2019).

The fundamental mandate of government and public service organizations is to protect residents and provide services to improve daily living. As a result, governments play a key role in disease outbreaks and health emergencies as a first responder, decision-maker, and service provider. They continue to play a key role in the rapidly changing COVID-19 situation (Essop, 2022).

It must be acknowledged that the effectiveness of the delivery system and good governance in the civil service is the catalyst for the country's success out of the current uncertain economic crisis. Without this factor, it is difficult for a program and policy to help the people to be implemented successfully. At varying scales, the public sector plays an important role in the battle against COVID-19, notably in terms of economic recovery, thus it is critical that subsidies/support be allocated more quickly to assist companies in overcoming the turbulence created by the pandemic (Yeh, 2020).

The public sector is responsible for society's long-term durability and sustainability, as well as creating public outcomes through public policy making and institutions, such as adaptive and learning capacity; ability to align public services with citizen demands; ability to control robust production systems and ability to manage data and digital platforms (Mazzucato & Kattel, 2020).

On the other hand, the COVID-19 outbreak, which has swept away the normal repertory of foresight, protection, and resilience tactics and brought society and the economy to a

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standstill, is putting the public sector to the test. The COVID-19 pandemic demonstrates that the public sector is not only confronted with complicated challenges to handle, but also with an increasingly tumultuous sociocultural context in which public problems are penetrated by turbulence (Ansell et al., 2020).

It is not enough for the public sector to activate a preset emergency management plan, call in the bureaucratic forces to deal with the crisis, and let them perform their professional work under the supervision of policy experts and a small group of executive political and administrative decision makers unified in some sort of adhocracy in the face of social and economic disruption produced by turbulent circumstances (Mintzberg & McHugh, 1985).

The pandemic has also had a profound influence on how the government operates. Employees in the public sector who are not directly involved in providing vital front-line services have been mobilized to work from home, posing new problems for those affected.

2.6. Organizational Culture Theory

The notion obliging an employee within an organization is often called Organizational Culture (Muliaty et al., 2017). Organizational culture may also be defined as shared beliefs, convictions, and norms that influence how employees feel, think, and act in the workplace (Abdullahi et al., 2021).

Organizational culture is a set of common assumptions, beliefs, and values that determine how individuals behave and act in organizations. Shared values and beliefs that emerge through time in organizations have a major impact on how individuals operate and fulfil their jobs and activities in the company. Organizations establish and sustain a distinct culture that serves as a guide and shapes the behavior and duties of the organization's members (Saad & Kaur, 2020).

Organizational culture may be influenced by factors such as the organization's structure, the system and procedures used to carry out work, employee behavior and attitudes, the organization's values and traditions, and the management and leadership styles used. The culture, as well as its underlying value system, is then represented in the social conventions, rituals, and routines that an organization adopts and supports (Schein, 1990). Organizational cultures are somewhat difficult to change since a certain culture and value system are passed on and preserved through socialization processes. Because both individual and organizational values are constant, value congruence may be a useful approach to assess whether an individual is fit for a specific setting (Arbour et al., 2014).

Organizational culture encompasses all organizational members, originates and evolves at all hierarchical levels, and is based on a wide history that is manifested in the organization's tangible elements or artefacts e.g. its name, products, buildings, logos and other symbols, including its top managers. Thus, organizational culture encompasses tangible characteristics fundamental to the marketing-based idea of corporate identity (Hatch & Schultz, 1997).

The pattern of fundamental assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration is then referred to as organizational culture, a pattern of assumptions that has

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worked well enough to be considered valid and, thus, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1983).

According to empirical data, organizational culture has a substantial impact on market-oriented behavior, as well as market and financial performance (Homburg & Pflesser, 2000), employee attitudes and organizational effectiveness (Gregory et al., 2009), and contributes more to knowledge management and organizational performance than organizational strategy and structure (Zheng et al., 2010). As a result, organizational culture may be an effective tool for achieving desired organizational goals (Hogan & Coote, 2014).

According to the Harvard Business Review, within the workplace, company culture conveys an organization's values and views through common assumptions and group norms. Employees with similar values have a common belief system, which is known as company culture. The work atmosphere, corporate mission statement and core values, managerial style, and workplace ethics are all examples of company culture in the workplace (Green, 2020).

2.7. Edgar Schein & Charles Handy Model of Organization Culture

Edgar Schein identified that culture is the most difficult organizational feature to change and that it may outlast goods, services, founders, and leaders. Schein's model examines culture from the perspective of the observer and depicts organizational culture on three levels. Artifacts are organizational characteristics that can be seen, felt and heard by the uninitiated viewer, including the facilities, offices, décor, furniture, clothes, and how people visibly communicate with others and with organizational outsiders. Espoused values, the members' stated culture of an organization Examples include company slogans, mission statements, and other operational belief systems. Basic underlying assumptions which are unnoticed and unconsciously recognised in ordinary encounters between members of an organisation even those with the knowledge to comprehend this deepest level of organisational culture can become used to its characteristics, maintaining its invisibility (Chartered Management Institute, 2015).

Charles Handy's Researchers used this way of looking at culture to link organizational structure to culture. Handy categorized cultures into four categories: Power Culture, Role Culture, Task Culture, and Person Culture (Cacciattolo, 2014). Power culture refers to the extent to which a focal person (a leader) influences others in the organization. Role culture, which is bureaucratic in origin, refers to how work should be conducted and processes to be followed in completing duties.

Aycan et al. (1999) argued that, at its peak, organizational culture becomes a source of competitive advantage for organizations because it affects commitment of employees, both individual and collective processes of learning and capability development, and it stems from underlying assumptions, beliefs, norms, values, and attitudes. Shahzad et al. (2013) elaborates on organizational culture as a major influencer of performance and establishes that a strong organizational culture is a significant source of performance excellence and consistent accomplishments.

In this section, it aims to highlight in more detail with the importance effective communication for the organization during work from home (WFH) new norms for the employee. The researcher also included a theory and relates it with communication to

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enhance employees work performance since the new norms has given tremendous and varies impact to the employee's behavior and mental health. This review also aims to focus on providing an understanding of the pandemic situation and its implications to society.

3. Methodology

The qualitative methodology was used in this research and is applied to be able to describe more about the purpose, questions, and objectives of the study. This method is also used to focus on the process of obtaining information with a larger scope, gaining meaning and understanding also not limited to one answer because it aims to explore effective communication that should be apply by every organization to improve the working environment and to discover the organization culture in enhancing work performance during work from home (WFH) among Government Link Company (GLC) employee in Malaysia.

3.1. Method of Data Collection

In-depth interview is applied to answer the questions and objectives of the study. The phenomenology design is merged with in-depth interview method of data collection to obtain data directly from the participants who have been selected. This enables the researchers and participants to develop a comfortable interaction in order to provide more profound answers on this topic. Furthermore, researchers are able to ask questions, get other information and return to important topics to better understand the perceptions and preparedness of the employees in Malaysia.

3.2. Population and Sample of Research

The population in this study is employees in public sector, Government Link Company (GLC). The demographic data population in this study is based on age, gender and position level of the employees. Purposive sampling was used as a research sample in this study because the researcher seeks participants who match the population and specific characteristics. There is no specific number of sample sizes as researcher will stop once the saturation data are completed. Data saturation occurs when there is enough information to reproduce the study, when the ability to gather additional new information has been obtained, and when further coding is no longer viable. If one has reached the point of no new data, one has also most likely reached the point of no new themes, therefore, one has reached data saturation (Fusch & Ness, 2015).

Researcher also use this non-probability samples that aims to find the population that fits with the criteria that can resulted in research question and objective. Palinkas et al. (2015) stated, "in qualitative research, purposeful sampling is commonly employed to identify and select information-rich examples linked to the topic of interest". Purposive sampling allows researcher to obtain a lot of info from the acquired data. The primary objective of the sampling is to focus on certain aspect of a target population that may best be used to answer the research questions.

4. Result

The discussion of the findings of the study is divided into three parts. The first part of the discussion is based on RQ1, RQ2 and RQ3. The overall findings of the study in this chapter

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are the result of participants' responses on three research questions are (1) to explore the impact of work from home (WFH) during the Covid-19 pandemic on working performance among GLC employees in Malaysia (2) to discover the effective communication that helps employees and organizations improve the working environment while enhancing work performance during work from home (WFH) among GLC employees in Malaysia and (3) to identify the organizational culture that can enhance work performance impact from work from home (WFH) among GLC employees in Malaysia. The participants' age and position level were included in the demographic data. A total of 7 participants, age from the 25-40 year old with the positions of clerk, administration, human resources, call center and associate, and managerial level. All participants have the experience of working from home because of the Covid-19 pandemic either present or previous experience.

4.1. Working Performance

The analysis for this theme refers to the changes that occur to participants from a behavioral and psychological point of view, where in undergoing work from home basis the change of attitude and mental is able to affect their work performance or vice versa. Data analysis showed that all participants experienced behavioral and psychological changes while working from home and it had reduced the satisfactory effect on their work performance. For example the participants gave the following answer: Participants overall shared similar answers. Distractions from the surroundings that occur while working from home are one of the reasons that drive behavioral and psychological changes. The priority of things at home such as managing family matters and the division of office work affect the improvement on work performance. They need to take into account personal matters as well as distractions from those around them that put pressure on the improvement of their work and it has been shown to affect their behavior and psychological aspects. Work from home makes employees have flexible time compared to working in the office. The opinions given by the participants were seen to be more likely to support the benefit of work from home which gives them flexible time thus makes them able to complete the given task in the allotted time.

4.2. Effective Communication Style

Remote work is a method of working that allows employees to work outside of a regular office context. The subtheme above refers to work from home working style that communicates digitally. The participants shared their opinion and claim that remote communication is not a time-consuming objectively to explain everything in detail. Participants as well say that non-physical and non-direct communications do not create much gap in the communication to execute tasks between the employees and employers. Findings from the informants are mostly they stated that digitalisation helps them to smooth the communication process during work from home. Applications and systems practiced by their organizations help reduce gaps in the remote communication process.As the information exchange is one of the main parts in the communication process, this theme is based on the remote working style practiced during work from home. It shows how the exchange and sharing of information still runs smoothly despite the non-physical communication. Participants said that there were no problems in the delivery of tasks and communication still occurred effectively and comprehensively between employers and employees.

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4.3. Communication Skills

Good communication skills may help people work together more effectively and quickly create trust. By maintaining excellent communication skills, management and the people within them can stay on the same page. Participants mentioned some of the skills that employers need to have such as understanding, good in supervising and always ready for anything they want to highlight. Hence, by having good communication skills, employers may start understanding their employees' problems and capabilities, and then offer clear directions to the individuals most suited for the task, boosting the overall efficacy of each duty.

4.4. Organizational Culture

Changes in organizational culture and management style are conceivable, but only if they are preceded by a discussion of acceptable behaviors that are consistent with the accepted profile of a desirable and constructive organizational culture. Because management style and organizational culture are intertwined, there should be a balance between the two organizational traits. The connections between management style and organizational culture do not suggest that one is superior to the other, they are equal (Sulich et al., 2021). The participants mentioned that, in their organization there is a good system that is practiced to monitor virtually in addition to strong cooperation and trust among employees and superiors. Thus, in practicing work from home, organized management style and teamwork among employees is part of a good organizational culture and should be present in the organization for enhancing the work performance and maintaining excellent productivity. Each organization has its own culture. During work from home good organizational culture should be practiced to help improve employee work performance in a pandemic outbreak. The participants mentioned that trust and teamwork are the best culture that should be practiced in the organization while working from home. The culture of a company is extremely essential, since it determines whether or not it is a pleasant and healthy place to work. When executives and workers have a positive relationship, the latter will contribute more to team communication and cooperation, as well as be motivated to complete the organization's goals and objectives, resulting in improved job performance.

5. Discussion and conclusion

This study aimed to explore the effective communication and organization culture in enhancing work performance among government link company (GLC) employee during work from home (WFH) in Malaysia. Working from home necessitates a shift from evaluating performance in terms of inputs, like as time spent, to outputs, which entails relinquishing some control over employees and, in theory, providing them more possibilities to slack. However, digitization may result in more data on worker performance becoming available to managers, providing more information for efficient worker monitoring than is often available in a conventional office setting (OECD, 2020).

The results of this study found that there is a significant result of employee work performance with the effectiveness of communication and culture in organization practice during work from home basis. Having better understanding of the working from home norms is currently related with the situation now because every sector and everyone is facing this pandemic situation. In the analysis also shows that work from

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home is convenience for the participants because of the flexible time even though this remote working style affected to their behavior and psychological.

The communication as stated in the data analysis section still going smooth and effective despite working from home is an online communication without physically meeting each other. The importance of effective communication style and also good organization culture is major role in enhancing, maintaining and sustain the working performance and productivity of employees as well as employers. In order to deal with the pandemic, most governments have made WFH a policy priority. In doing so, rules must be developed with the practicality of both employers and employees in mind, as there will be implications for both groups in some form (Vyas & Butakhieo, 2020).

In addition, leaders must be involved in a change process because they not only represent the culture, but they are also the primary creators of the culture (Trompenaars & Woolliams, 2002). They should be compassionate and able to explain their vision to staff so that they understand what is expected and valued. Leaders should inspire trust and demonstrate integrity, as well as be more honest in this scenario (Weber & Martensen, 2021). The group's success leads to a common understanding that the leader was correct, causing them to act on these values and beliefs on a regular basis. If the group's success continues, it will be reinforced that this method of thinking and doing is effective. These assumptions form part of the group's identity over time, and newcomers are taught how to think and conduct based on them (Schein, 2004).

On the other hand, the role culture is the one most present in the study where the participants states that they all doing the delighted roles and responsibilities according to their specialization, do what they can do for the best of organizations and culture in every team member contribute equally. The researcher look into the fact that the task culture is also greatly presented in the organizational culture of the company which employees accomplish tasks in the most innovative way following their systematic system. The employees also present a good organizational climate, with good teamwork in the relations among colleagues and employers.

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