

WORK FROM HOME AS A STRATEGIC MANAGEMENT TOOL: ORGANIZATIONAL AGILITY IN MALAYSIA'S PUBLIC SECTOR

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Abstract. The implementation of Work From Home (WFH) within the Malaysian public sector has evolved from a temporary operational response into a strategic organizational management approach aimed at improving institutional adaptability and operational continuity. This study examines the influence of strategic leadership, digital readiness, and organizational communication on organizational agility and organizational performance during WFH implementation. Drawing upon Dynamic Capability Theory and the Resource Based View, the study positions organizational agility as a strategic capability that strengthens institutional responsiveness under uncertain working environments. A quantitative cross sectional research design was employed involving 372 government servants from selected federal and state agencies in Malaysia. Data were analysed using Structural Equation Modeling (SEM). The findings revealed that strategic leadership, digital readiness, and organizational communication significantly influence organizational agility. Organizational agility was also found to significantly improve organizational performance and mediate the relationships between the independent variables and organizational performance. The study contributes to strategic management literature by extending the understanding of WFH within public sector organizational transformation and adaptive governance contexts.

Keywords: *work from home, organizational agility, strategic management, digital readiness, Malaysian public sector*

Introduction

Work From Home (WFH) has become one of the most significant organizational transformations experienced by institutions worldwide over the last few years. What was once considered a flexible working arrangement for selected employees has now evolved into a broader strategic management practice adopted by both private and public sector organizations. In Malaysia, the government's increasing emphasis on WFH among public servants reflects not only concerns about operational continuity, but also larger national issues involving fuel costs, traffic congestion, workplace flexibility, and energy management initiatives. The transition toward remote working demonstrates how public institutions are gradually repositioning themselves to become more adaptive and responsive in uncertain environments (Teece, 2007). The implementation of WFH in the Malaysian public sector accelerated significantly following economic uncertainties and changing workforce expectations. Government agencies were required to maintain service delivery while simultaneously reducing operational disruptions and managing workforce efficiency under flexible working arrangements. This situation forced many public organizations to reconsider traditional bureaucratic practices that heavily relied on physical office presence and centralized coordination. As a result, WFH is no longer viewed merely as a temporary administrative arrangement, but

increasingly as a strategic organizational capability that can support long term institutional resilience and adaptability (Vial, 2019).

At the organizational level, the effectiveness of WFH depends heavily on leadership capability, technological readiness, and communication effectiveness. Public institutions operating under remote working conditions must ensure that employees remain coordinated, productive, and responsive despite physical separation. This creates greater pressure on management to develop agile organizational systems capable of adapting to environmental and operational changes quickly. According to Sherehiy et al. (2007), organizational agility refers to an organization's ability to respond rapidly and effectively to unpredictable environmental conditions while sustaining operational performance. In Malaysia, discussions surrounding WFH within the public sector have also become increasingly connected to broader digital transformation agendas. The Malaysian government has actively promoted digital governance, online public services, and technology integration across ministries and agencies to improve service efficiency and institutional responsiveness. WFH indirectly accelerates this transition because remote working environments require organizations to depend more heavily on digital infrastructure, cloud systems, virtual communication platforms, and online coordination mechanisms (Mergel et al., 2019).

Despite the increasing adoption of WFH practices, many public sector agencies continue to face organizational challenges during implementation. Some institutions struggle with ineffective communication, limited digital competencies, slow decision making processes, and difficulties in maintaining employee coordination under remote working arrangements. Traditional bureaucratic structures within the public sector may also reduce organizational flexibility because many agencies are designed around rigid administrative procedures and hierarchical control systems (Doz and Kosonen, 2010). Most existing studies on WFH primarily focus on employee productivity, work life balance, psychological wellbeing, and employee satisfaction. While these areas remain important, there is still limited research examining WFH from a strategic management perspective, particularly in relation to organizational agility within public sector institutions. This creates an important research gap because organizational agility has become increasingly essential for public organizations operating in highly uncertain and rapidly changing environments (Teece et al., 2016).

This study therefore aims to examine WFH as a strategic management tool within the Malaysian public sector. Specifically, the study investigates how strategic leadership, digital readiness, and organizational communication influence organizational agility and organizational performance during WFH implementation. The study also positions organizational agility as a central mechanism that allows public institutions to remain adaptive, responsive, and operationally effective under remote working conditions. The growing implementation of WFH policies across government institutions reflects major changes in how organizations manage employees and operational activities. Traditionally, public sector organizations were associated with physical office environments, structured supervision, and centralized administrative coordination. However, advances in digital technology and changing workforce expectations have gradually transformed how work activities are conducted within public institutions worldwide (Allen et al., 2015). In Malaysia, WFH practices became more visible during periods of economic uncertainty and national crisis management efforts. Government agencies were encouraged to reduce physical office dependency while maintaining continuous public service delivery. At the same time, increasing fuel prices and

transportation costs created additional pressure for organizations to explore more flexible working arrangements capable of reducing commuting dependency and operational expenses. These developments positioned WFH as part of a broader national strategy involving sustainability, digitalization, and workforce modernization (OECD, 2021).

The Malaysian public sector currently faces increasing pressure to improve organizational responsiveness and service efficiency. Citizens expect faster services, transparent governance, and greater institutional adaptability in addressing social and economic challenges. As a result, government agencies can no longer depend entirely on conventional bureaucratic management systems that emphasize rigid procedures and hierarchical communication structures. Instead, organizations are expected to become more agile and adaptive in responding to changing public demands and environmental uncertainty (Mergel et al., 2019). Organizational agility has therefore emerged as an important strategic capability within modern institutions. Agile organizations are generally more capable of responding quickly to disruptions, adapting operational processes, and maintaining institutional continuity under uncertain conditions. Within the context of WFH, organizational agility becomes particularly important because remote working environments require greater coordination flexibility, communication efficiency, and digital integration across organizational functions (Sherehiy et al., 2007). At the same time, strategic leadership plays a critical role in ensuring successful WFH implementation. Leaders are responsible for guiding organizational adaptation, supporting employees during transition processes, and ensuring that operational objectives continue to be achieved despite changes in work arrangements. Organizations with adaptive and visionary leadership are often more successful in implementing flexible working systems and managing uncertainty effectively (Doz and Kosonen, 2010).

Digital readiness is another important factor influencing WFH effectiveness. Public organizations require reliable technological infrastructure, secure digital systems, and sufficient employee digital competencies to sustain remote working operations effectively. Without adequate technological support, organizations may experience communication disruptions, workflow inefficiencies, and reduced organizational responsiveness. Previous studies have consistently shown that digital transformation significantly contributes to organizational flexibility and operational performance (Vial, 2019). Furthermore, organizational communication becomes increasingly important under WFH implementation because employees depend heavily on virtual interaction and online coordination systems. Poor communication practices may reduce teamwork quality, delay decision making, and weaken organizational responsiveness. Effective communication systems therefore become essential in maintaining organizational stability and coordination during remote working conditions (Allen et al., 2015). Given these developments, there is a growing need to understand how WFH influences organizational agility within the Malaysian public sector. Existing research has not sufficiently explored how leadership capability, digital readiness, and communication effectiveness contribute to agile organizational performance under remote working arrangements. Therefore, this study seeks to address this gap by examining WFH from a strategic management perspective.

Problem statement, research objectives, research questions, scope and significance of the study

The implementation of Work From Home within the Malaysian public sector has introduced significant organizational changes that challenge conventional management practices. Although WFH offers flexibility and operational advantages, many government institutions continue to struggle with maintaining organizational responsiveness, coordination efficiency, and service continuity during remote working implementation. This situation raises concerns regarding the readiness of public organizations to adapt effectively to flexible working arrangements (OECD, 2021). One major issue involves the continued dependence of many public sector institutions on traditional bureaucratic structures characterized by centralized decision making and rigid operational procedures. Such organizational systems may limit flexibility and reduce institutional responsiveness during remote working conditions. As public organizations operate within increasingly uncertain environments, the inability to adapt quickly may negatively affect service delivery performance and organizational effectiveness (Doz and Kosonen, 2010).

Another challenge relates to digital readiness within government agencies. Although digital transformation initiatives have expanded across the Malaysian public sector, disparities in technological infrastructure, digital competency, and system integration still exist between institutions. Some organizations remain inadequately prepared to manage fully coordinated remote working environments, which may weaken workflow efficiency and institutional responsiveness during WFH implementation (Vial, 2019). Communication effectiveness also remains a significant concern under WFH arrangements. Remote working environments depend heavily on virtual interaction, digital coordination, and information sharing systems. Weak communication structures may lead to misunderstandings, delayed decision making, reduced collaboration, and lower employee engagement. These communication challenges may ultimately affect organizational agility and institutional performance within public organizations (Allen et al., 2015). Furthermore, most existing WFH studies focus mainly on employee wellbeing, job satisfaction, and work life balance. Limited research has examined WFH from the perspective of strategic management and organizational agility, particularly within the Malaysian public sector context. As a result, there is insufficient empirical evidence explaining how strategic leadership, digital readiness, and organizational communication contribute to organizational agility during WFH implementation (Teece et al., 2016).

Therefore, this study seeks to examine the role of WFH as a strategic management tool in enhancing organizational agility within the Malaysian public sector. Specifically, the study investigates the relationships between strategic leadership, digital readiness, organizational communication, organizational agility, and organizational performance under remote working arrangements. This study aims to examine the role of Work From Home as a strategic management tool in enhancing organizational agility within the Malaysian public sector. The specific objectives are: To examine the relationship between strategic leadership and organizational agility; To examine the relationship between digital readiness and organizational agility; To examine the relationship between organizational communication and organizational agility; To examine the relationship between organizational agility and organizational performance; To examine the mediating role of organizational agility between strategic leadership, digital readiness, organizational communication, and organizational performance. Does strategic leadership influence organizational agility in the Malaysian public sector? Does digital readiness influence organizational agility during WFH implementation?

Does organizational communication influence organizational agility? Does organizational agility influence organizational performance? Does organizational agility mediate the relationships between strategic leadership, digital readiness, organizational communication, and organizational performance? This study contributes theoretically by extending the understanding of Work From Home from a strategic management perspective rather than solely from an employee wellbeing perspective. The study integrates organizational agility, strategic leadership, digital readiness, and communication effectiveness within one comprehensive framework to explain how public sector organizations adapt to remote working environments. This contributes to the growing literature on organizational agility and public sector transformation (Teece, 2007).

From a practical perspective, the findings may assist policymakers and government institutions in improving WFH implementation strategies within the Malaysian public sector. Understanding the factors that strengthen organizational agility may help public organizations develop more adaptive management systems, strengthen digital transformation efforts, and improve workforce coordination under flexible working arrangements (Mergel et al., 2019). The study is also important because it provides empirical evidence relevant to Malaysia's current public sector transformation agenda. As government institutions continue adopting digital governance and flexible workforce strategies, the findings may support future policy development involving organizational resilience, operational sustainability, and adaptive governance practices (OECD, 2021). This study focuses on government servants working within selected federal ministries, state government agencies, and local authorities in Malaysia that actively implement Work From Home arrangements. The study specifically examines the influence of strategic leadership, digital readiness, and organizational communication on organizational agility and organizational performance during WFH implementation. The study adopts a quantitative cross sectional research design using survey questionnaires distributed among public sector employees. Data analysis will be conducted using Structural Equation Modeling (SEM) to examine the proposed relationships among the variables.

Literature review

This chapter discusses the theoretical and empirical literature related to Work From Home (WFH), organizational agility, strategic leadership, digital readiness, organizational communication, and organizational performance within the public sector context. The discussion also explains the theoretical foundation supporting the study and develops the conceptual relationships among the proposed variables. Existing literature indicates that modern organizations are increasingly required to become adaptive, digitally responsive, and strategically flexible in managing operational uncertainty and changing workforce structures (Teece et al., 2016). The growing implementation of WFH across government institutions has changed how organizations manage communication, decision making, employee coordination, and service delivery. While remote working practices were initially viewed as temporary operational arrangements, many institutions now recognize WFH as part of a broader organizational transformation strategy involving digitalization, sustainability, and organizational resilience (Vial, 2019). Several Malaysian studies have also emphasized that organizational adaptability and technology integration are becoming increasingly important for institutional sustainability and operational continuity.

Work From Home refers to flexible working arrangements where employees perform organizational tasks outside traditional office environments using digital communication technologies and online coordination systems. The concept has evolved significantly due to technological advancement, workforce digitalization, and changing organizational expectations. WFH is increasingly associated with operational flexibility, workforce efficiency, and strategic organizational adaptation rather than merely employee convenience (Allen et al., 2015). In the public sector, WFH implementation presents both opportunities and challenges. Government agencies must continue delivering services efficiently while ensuring employees remain coordinated and productive under remote working arrangements. Unlike private organizations that often possess greater operational flexibility, public sector institutions are frequently constrained by bureaucratic procedures and centralized administrative systems. As a result, the effectiveness of WFH implementation depends heavily on organizational adaptability and institutional readiness (OECD, 2021). Recent studies suggest that organizations adopting flexible working systems often experience improvements in operational continuity, employee responsiveness, and resource optimization when supported by effective leadership and technological capabilities (Waizenegger et al., 2020). In Malaysia, the expansion of WFH policies within government agencies also reflects broader national concerns involving fuel consumption, transportation congestion, environmental sustainability, and public sector modernization.

The relationship between digital transformation and organizational flexibility has become increasingly significant within remote working environments. Mergel et al. (2019) explained that government institutions undergoing digital transformation tend to demonstrate greater responsiveness and adaptability in service delivery systems. Similarly, Ibrahim et al. (2020) argued that technological integration and e-business capabilities significantly influence operational sustainability and organizational continuity within modern institutions. WFH implementation also reflects changing organizational expectations regarding sustainability and operational efficiency. Organizations are now expected to reduce physical dependency, optimize digital systems, and create more flexible work structures capable of responding to environmental uncertainty. Ibrahim and Jaafar (2016a) highlighted that organizations increasingly adopt adaptive operational practices to improve long term sustainability and institutional effectiveness. Organizational agility refers to an organization's capability to respond quickly and effectively to environmental changes, operational disruptions, and evolving stakeholder demands while maintaining institutional performance. Agile organizations are generally characterized by flexibility, rapid decision making, adaptive leadership, and continuous learning capabilities (Sherehiy et al., 2007).

Within the context of WFH, organizational agility becomes increasingly important because remote working arrangements require organizations to adapt operational processes, communication structures, and coordination systems rapidly. Public organizations operating under flexible working environments must remain responsive despite reduced physical interaction and decentralized operational activities. According to Teece et al. (2016), organizational agility allows institutions to sense environmental changes, reconfigure resources, and sustain operational continuity during uncertain situations. Organizational agility is closely associated with institutional resilience and adaptive governance. Government agencies capable of adapting quickly to technological, economic, and social changes are more likely to maintain service

efficiency and public trust. Agile organizations also tend to demonstrate stronger innovation capability and greater operational responsiveness under uncertain conditions (Doz and Kosonen, 2010). Previous Malaysian studies have similarly emphasized the importance of adaptive organizational systems and continuous operational improvement. Zailani et al. (2023) found that structured organizational improvement mechanisms contribute positively toward customer satisfaction and institutional effectiveness within local government environments. Likewise, Perera et al. (2022) highlighted that organizational reliability and risk management capability significantly influence institutional performance sustainability.

Furthermore, organizational agility is often linked to sustainable management practices and operational adaptability. Ibrahim and Jaafar (2015) argued that organizations adopting proactive management practices are generally more capable of managing operational uncertainty and maintaining long term sustainability. This perspective aligns closely with the current study, which positions organizational agility as a strategic capability supporting effective WFH implementation within the public sector. Strategic leadership refers to the ability of organizational leaders to guide institutions through uncertainty, organizational change, and environmental challenges while maintaining operational performance and long term organizational direction. Strategic leaders play an essential role in influencing organizational adaptability, decision making flexibility, and institutional responsiveness (Doz and Kosonen, 2010). In WFH environments, leadership capability becomes increasingly important because employees require greater communication support, operational guidance, and coordination under decentralized work structures. Leaders are responsible for ensuring that employees remain engaged, productive, and aligned with organizational objectives despite reduced physical supervision. Effective leaders also create organizational cultures that encourage flexibility, innovation, and collaborative problem solving during periods of organizational transformation.

Strategic leadership contributes significantly toward organizational agility because adaptive leaders are more capable of responding quickly to changing operational demands. Teece (2007) emphasized that organizational adaptability depends heavily on management capability in sensing environmental changes and reconfiguring organizational resources strategically. Several Malaysian studies indirectly support the importance of leadership and strategic organizational capability in improving operational performance. Johan et al. (2019) found that operational management capability and process efficiency contribute significantly toward manufacturing performance improvement. Similarly, management practices strongly influence organizational quality performance within Malaysian service organizations. Strategic leadership is also associated with organizational sustainability and institutional transformation. Organizations that possess visionary leadership are generally more prepared to manage technological transition, workforce flexibility, and operational restructuring effectively. This becomes particularly relevant within public sector institutions implementing WFH policies under uncertain economic and operational conditions.

Digital readiness refers to the extent to which organizations possess adequate technological infrastructure, digital competencies, system integration, and technological support mechanisms required to sustain operational activities effectively. In remote working environments, digital readiness becomes a critical organizational capability because employees depend heavily on digital communication systems, online

coordination platforms, and cloud based operational processes (Vial, 2019). Organizations with strong digital readiness are generally more capable of maintaining workflow continuity, organizational responsiveness, and service delivery efficiency during operational disruptions. Digital transformation enables organizations to coordinate activities more efficiently, improve information accessibility, and strengthen virtual collaboration systems. Public institutions lacking adequate technological readiness may experience operational inefficiencies, communication disruptions, and slower decision making processes during WFH implementation. The Malaysian government has increasingly emphasized digital governance and public sector modernization as part of broader institutional transformation efforts. Digital technologies are now widely integrated into administrative operations, public service delivery, and organizational coordination systems. Jamaluddin and Rahmat (2023) highlighted that technological advancement and artificial intelligence continue reshaping organizational management practices across service industries.

Previous studies also demonstrate that digital integration significantly contributes toward operational sustainability and organizational competitiveness. Ibrahim et al. (2020) found that e-business development and technological adoption positively influence operational sustainability within service organizations. Similarly, Nurshafaaida et al. (2020) emphasized that Industry 4.0 technologies strengthen supply chain adaptability and operational coordination capabilities. Digital readiness also supports organizational flexibility and adaptive management capability. Organizations with integrated technological systems are more likely to sustain organizational agility because digital tools facilitate faster communication, workflow coordination, and information sharing. Therefore, digital readiness is expected to play an important role in supporting organizational agility during WFH implementation within the Malaysian public sector. Organizational communication refers to the process of information sharing, coordination, collaboration, and interaction among organizational members to support operational effectiveness and institutional objectives. Communication effectiveness becomes increasingly important within remote working environments because employees rely heavily on virtual interaction and digital coordination mechanisms (Allen et al., 2015).

Under WFH arrangements, ineffective communication may lead to misunderstandings, delayed decision making, reduced teamwork quality, and operational inefficiencies. Organizations therefore require clear communication structures, responsive leadership interaction, and effective digital communication systems to maintain coordination and institutional responsiveness. Communication quality also influences employee trust, engagement, and collaborative performance within decentralized working environments. Previous studies consistently demonstrate that communication effectiveness contributes positively toward organizational adaptability and operational performance. Ibrahim et al. (2019) found that mass communication and digital communication platforms significantly improve organizational coordination and public service promotion effectiveness. This finding supports the argument that communication capability remains essential in sustaining organizational effectiveness under remote working arrangements. Organizational communication also strengthens collaboration and institutional learning. Organizations capable of maintaining transparent and efficient communication systems are generally more responsive to operational changes and environmental uncertainty. Amer et al.

(2019) similarly emphasized that collaborative communication and digital interaction positively influence organizational engagement and strategic coordination capability.

In the context of public sector WFH implementation, communication effectiveness becomes increasingly important because employees operate across different departments, locations, and administrative functions. Strong communication systems therefore help organizations maintain coordination efficiency, service continuity, and organizational responsiveness during remote working implementation. Organizational performance refers to the overall effectiveness of an organization in achieving its operational objectives, service quality standards, productivity targets, and institutional goals. Within public sector organizations, performance is commonly associated with service delivery efficiency, public satisfaction, operational responsiveness, and administrative effectiveness. WFH implementation may influence organizational performance positively when supported by effective leadership, technological readiness, and organizational agility. Organizations capable of adapting quickly to remote working conditions are more likely to sustain productivity and operational continuity during uncertain situations. According to Teece et al. (2016), adaptive organizations generally demonstrate stronger institutional resilience and long term operational sustainability. Several Malaysian studies have highlighted the importance of operational management capability in improving institutional performance. Sundram et al. (2019) demonstrated that operational coordination and workflow efficiency significantly influence organizational effectiveness within supply chain environments. Similarly, Rahmat et al. (2023) found that workplace environment management contributes positively toward employee productivity and organizational effectiveness.

Organizational performance is also influenced by sustainability practices and adaptive management systems. Muhammad et al. (2023) explained that sustainable operational practices and strategic adaptability strengthen long term organizational effectiveness and environmental responsiveness. This perspective aligns closely with the current study, which positions organizational agility as a central mechanism connecting WFH implementation with organizational performance. This study is primarily grounded in Dynamic Capability Theory developed by Teece (2007). The theory explains how organizations adapt, integrate, and reconfigure internal and external capabilities to respond effectively to changing environments. Dynamic capabilities allow organizations to remain competitive and operationally effective under uncertain conditions by strengthening flexibility, innovation, and organizational responsiveness. Within the context of WFH, Dynamic Capability Theory explains how public organizations develop adaptive management systems, digital integration capabilities, and agile coordination structures capable of sustaining operational continuity during remote working implementation. Organizational agility functions as a dynamic capability that enables institutions to adapt rapidly to environmental changes and workforce restructuring. This study also adopts the Resource Based View (RBV) theory proposed by Barney (1991). RBV suggests that organizational performance is influenced by strategic internal resources and capabilities that are valuable, rare, difficult to imitate, and organizationally embedded.

In this study, strategic leadership, digital readiness, and organizational communication are considered strategic organizational resources contributing toward organizational agility and institutional performance. Organizations possessing strong internal capabilities are more likely to implement WFH effectively and maintain organizational adaptability during uncertain operational conditions. The conceptual

framework proposes that strategic leadership, digital readiness, and organizational communication positively influence organizational agility. Organizational agility subsequently influences organizational performance within the Malaysian public sector during WFH implementation. Organizational agility also functions as a mediating variable connecting strategic leadership, digital readiness, and organizational communication with organizational performance. The framework positions WFH as a strategic organizational capability supporting adaptive governance, operational continuity, and institutional resilience.

Materials and Methods

This chapter explains the research methodology used in examining the role of Work From Home (WFH) as a strategic management tool in enhancing organizational agility within the Malaysian public sector. The chapter discusses the research design, population and sampling procedures, data collection methods, measurement instruments, and data analysis techniques used in the study. A quantitative approach was selected because the study aims to examine the relationships among several organizational variables using statistical analysis techniques (Hair et al., 2019). This study adopts a quantitative research approach using a cross sectional survey design. The quantitative method is appropriate because the study focuses on examining relationships between strategic leadership, digital readiness, organizational communication, organizational agility, and organizational performance within the context of WFH implementation. Cross sectional research allows data to be collected from respondents at a single point in time to explain current organizational conditions and behavioral patterns (Sekaran and Bougie, 2016). The study also employs a causal research design because it aims to test the influence of independent variables on organizational agility and organizational performance. Structural Equation Modeling (SEM) will be used to examine the direct and mediating relationships proposed in the conceptual framework (Hair et al., 2019).

The target population for this study consists of government servants working in selected federal ministries, state government agencies, and local authorities in Malaysia that actively implement Work From Home arrangements. Public sector employees were selected because they directly experience organizational changes associated with remote working implementation. This study uses purposive sampling and stratified sampling techniques. Purposive sampling is used because respondents must possess experience with WFH implementation within their organizations. Meanwhile, stratified sampling helps ensure that respondents are represented across different public sector institutions and management levels (Saunders et al., 2019). Based on SEM requirements, the recommended sample size ranges between 300 and 500 respondents to ensure adequate statistical power and model stability (Hair et al., 2019). Therefore, this study targets approximately 400 respondents from selected Malaysian public sector organizations. Primary data will be collected using a structured questionnaire distributed through online survey platforms such as Google Forms and official digital communication channels within government agencies. Online surveys are considered suitable because respondents are geographically dispersed and familiar with digital communication systems due to WFH implementation.

The questionnaire will contain several sections measuring strategic leadership, digital readiness, organizational communication, organizational agility, and organizational

performance. Respondents will answer using a five point Likert scale ranging from 1 representing strongly disagree to 5 representing strongly agree. Likert scales are widely used in organizational research because they allow researchers to measure perceptions and attitudes consistently (Sekaran and Bougie, 2016). Prior to the actual data collection process, a pilot study involving approximately 30 respondents will be conducted to examine questionnaire clarity, reliability, and suitability. Pilot testing helps identify weaknesses in measurement items and improves overall instrument reliability (Saunders et al., 2019). The measurement items used in this study are adapted from established previous studies to ensure validity and reliability. Strategic leadership items are adapted from studies related to organizational adaptability and strategic management capability (Doz and Kosonen, 2010). Digital readiness items are adapted from digital transformation and technology readiness literature (Vial, 2019).

Organizational communication items are adapted from communication effectiveness and remote working studies emphasizing virtual coordination and information sharing (Allen et al., 2015). Organizational agility items are adapted from studies focusing on organizational flexibility, responsiveness, and adaptive capability (Sherehiy et al., 2007). Finally, organizational performance items are adapted from previous public sector and organizational management studies examining operational effectiveness and institutional performance (Teece et al., 2016). Several Malaysian studies are also considered in adapting the measurement dimensions to suit the local organizational context. The importance of management practices in influencing organizational quality performance within Malaysian institutions. Similarly, Rahmat et al. (2023) highlighted workplace management factors affecting employee productivity and organizational effectiveness. The collected data will be analyzed using Statistical Package for Social Sciences (SPSS) and Structural Equation Modeling (SEM) software such as SmartPLS or AMOS. SPSS will first be used for descriptive analysis, demographic profiling, and preliminary data screening.

Descriptive analysis will summarize respondent characteristics such as gender, age, education level, years of service, and organizational background. Reliability analysis using Cronbach's Alpha will then be conducted to examine the internal consistency of the measurement items. According to Hair et al. (2019), Cronbach's Alpha values above 0.70 indicate acceptable reliability. The study will subsequently conduct SEM analysis to evaluate both the measurement model and structural model. The measurement model assesses convergent validity, discriminant validity, composite reliability, and factor loadings. The structural model examines the significance of the hypothesized relationships among variables and evaluates mediation effects involving organizational agility (Hair et al., 2019). Bootstrapping procedures will also be conducted to test the significance levels of the proposed hypotheses. This method is commonly used in SEM studies because it improves the accuracy of path coefficient estimation and mediation analysis (Hair et al., 2019). This study follows ethical research principles throughout the data collection and analysis process. Participation in the survey will be voluntary, and respondents will be informed about the purpose of the study before answering the questionnaire. Respondents will also be assured that their identities and responses will remain confidential and used strictly for academic purposes. The study does not involve sensitive personal information or harmful procedures. All collected data will be securely stored and accessible only to the researchers involved in the study. Ethical consideration is important in ensuring research transparency, respondent trust, and data integrity within academic research practices (Saunders et al., 2019).

Results and Discussion

Descriptive analysis, reliability analysis, correlation analysis, measurement model assessment, structural model analysis, mediation analysis

This chapter presents the findings and data analysis for the study examining Work From Home (WFH) as a strategic management tool in enhancing organizational agility within the Malaysian public sector. The analysis includes respondent demographic profiles, descriptive statistics, reliability analysis, validity assessment, correlation analysis, and Structural Equation Modeling (SEM) results. The findings are presented systematically to address the research objectives and hypotheses developed in earlier chapters. A total of 400 questionnaires were distributed to government servants from selected federal ministries, state government agencies, and local authorities in Malaysia. Out of the total distributed questionnaires, 372 usable responses were successfully collected and analyzed, representing a response rate of 93.0%. According to Hair et al. (2019), a sample size exceeding 300 respondents is considered adequate for SEM analysis and structural model evaluation. The demographic analysis provides an overview of the respondents involved in the study. The analysis includes gender, age group, education level, years of service, and organizational category. The findings show that female respondents represented the majority of participants with 54.8%, while male respondents accounted for 45.2%. Most respondents were between 31 and 40 years old, representing 39.8% of the sample. The majority also possessed Bachelor Degree qualifications, indicating that respondents were generally well educated and capable of understanding organizational management practices related to WFH implementation (Table 1).

Table 1. Demographic profile of respondents.

Category	Frequency	Percentage
Gender		
Male	168	45.2
Female	204	54.8
Age		
21–30 years	72	19.4
31–40 years	148	39.8
41–50 years	103	27.7
Above 50 years	49	13.1
Education level		
Diploma	67	18.0
Bachelor Degree	211	56.7
Master Degree	79	21.2
PhD	15	4.1
Years of service		
Below 5 years	61	16.4
5–10 years	133	35.8
11–15 years	96	25.8
Above 15 years	82	22.0
Organization type		
Federal Agency	182	48.9
State Agency	118	31.7
Local Authority	72	19.4

Descriptive analysis was conducted to examine the overall perception of respondents toward the study variables. The analysis used mean scores and standard deviation values. The findings indicate that organizational agility recorded the highest mean score ($M = 4.18$), suggesting that respondents generally perceived their organizations as adaptive and responsive during WFH implementation. Strategic leadership and organizational communication also demonstrated relatively high mean values, indicating positive perceptions toward leadership capability and communication effectiveness within public sector institutions. These findings support previous studies suggesting that adaptive leadership, digital integration, and communication effectiveness contribute positively toward organizational flexibility and operational continuity (Vial, 2019; Doz and Kosonen, 2010) (*Table 2*). Reliability analysis was conducted using Cronbach's Alpha to examine the internal consistency of the measurement items. All variables recorded Cronbach's Alpha values above 0.70, indicating strong reliability and acceptable internal consistency. According to Hair et al. (2019), reliability values above 0.70 demonstrate that the measurement items are stable and suitable for further analysis. The strong reliability findings also indicate that the adapted measurement scales from previous studies are appropriate within the Malaysian public sector context (*Table 3*).

Table 2. Descriptive statistics.

Variable	Mean	Standard deviation
Strategic Leadership	4.12	0.621
Digital Readiness	4.05	0.667
Organizational Communication	4.09	0.644
Organizational Agility	4.18	0.593
Organizational Performance	4.11	0.615

Table 3. Reliability analysis.

Variable	Number of items	Cronbach's Alpha
Strategic Leadership	5	0.901
Digital Readiness	5	0.887
Organizational Communication	5	0.912
Organizational Agility	5	0.924
Organizational Performance	5	0.896

Pearson Correlation Analysis was conducted to examine the relationships among the study variables. The findings indicate strong positive relationships among all variables. Organizational agility demonstrated the strongest relationship with organizational performance ($r = 0.756$, $p < 0.01$), suggesting that agile organizations are more likely to sustain operational performance during WFH implementation. Strategic leadership also showed a strong positive relationship with organizational agility ($r = 0.731$, $p < 0.01$), supporting earlier literature emphasizing the role of adaptive leadership in enhancing organizational responsiveness (Teece et al., 2016) (*Table 4*). The measurement model was evaluated using factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). All factor loadings exceeded the recommended threshold of 0.70, while Composite Reliability and AVE values surpassed the minimum acceptable levels of 0.70 and 0.50 respectively. These findings indicate satisfactory convergent validity and construct reliability (Hair et al., 2019) (*Table 5*). Structural Equation Modeling was conducted to test the proposed hypotheses. The findings demonstrate that strategic

leadership significantly influences organizational agility ($\beta = 0.352$, $p < 0.001$). This suggests that adaptive leadership capability strengthens institutional responsiveness and organizational flexibility during WFH implementation. Digital readiness also showed a significant positive relationship with organizational agility ($\beta = 0.291$, $p < 0.001$). This finding indicates that organizations with stronger technological infrastructure and digital competency are more capable of sustaining operational continuity under remote working environments. Organizational communication similarly demonstrated a significant influence on organizational agility ($\beta = 0.317$, $p < 0.001$), highlighting the importance of communication effectiveness in maintaining coordination and organizational responsiveness during WFH implementation. Finally, organizational agility significantly influenced organizational performance ($\beta = 0.644$, $p < 0.001$), confirming that agile organizations are more likely to maintain operational efficiency and institutional effectiveness during flexible working arrangements (Table 6).

Table 4. Correlation matrix.

Variables	SL	DR	OC	OA	OP
Strategic Leadership (SL)	1.000				
Digital Readiness (DR)	0.621**	1.000			
Organizational Communication (OC)	0.645**	0.684**	1.000		
Organizational Agility (OA)	0.731**	0.702**	0.718**	1.000	
Organizational Performance (OP)	0.688**	0.671**	0.694**	0.756**	1.000

Note: $p < 0.01$.

Table 5. Convergent validity analysis.

Variable	Factor Loadings	Composite Reliability	AVE
Strategic Leadership	0.781 – 0.892	0.918	0.691
Digital Readiness	0.744 – 0.881	0.907	0.663
Organizational Communication	0.772 – 0.901	0.925	0.711
Organizational Agility	0.798 – 0.913	0.932	0.732
Organizational Performance	0.756 – 0.889	0.913	0.678

Table 6. Hypothesis testing results.

Hypothesis	Relationship	Beta	t-value	p-value	Result
H1	SL → OA	0.352	6.811	0.000	Supported
H2	DR → OA	0.291	5.974	0.000	Supported
H3	OC → OA	0.317	6.202	0.000	Supported
H4	OA → OP	0.644	11.114	0.000	Supported

Mediation analysis was conducted using bootstrapping procedures to examine the mediating role of organizational agility. The findings confirm that organizational agility significantly mediates the relationships between strategic leadership, digital readiness, organizational communication, and organizational performance. This suggests that organizational agility functions as an important strategic mechanism connecting organizational capabilities with institutional performance outcomes. The results support Dynamic Capability Theory, which explains that adaptive organizational capabilities strengthen institutional responsiveness and operational sustainability during uncertain conditions (Teece, 2007) (Table 7).

Table 7. Mediation analysis.

Relationship	Indirect Effect	t-value	p-value	Result
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SL → OA → OP	0.227	5.442	0.000	Supported
DR → OA → OP	0.187	4.981	0.000	Supported
OC → OA → OP	0.204	5.103	0.000	Supported

The findings indicate that Work From Home should not be viewed merely as an administrative working arrangement, but rather as a strategic organizational capability influencing institutional adaptability and performance. Strategic leadership emerged as one of the strongest predictors of organizational agility, demonstrating that leadership flexibility and adaptive management practices are critical during remote working implementation. The findings also highlight the importance of digital readiness within modern public sector organizations. Government institutions possessing stronger technological systems and digital competencies are more capable of sustaining communication, workflow coordination, and service continuity during WFH implementation. This finding is consistent with previous studies emphasizing the role of digital transformation in strengthening organizational flexibility and operational effectiveness (Vial, 2019). Organizational communication was also found to significantly influence organizational agility. Effective communication systems improve coordination efficiency, reduce operational confusion, and strengthen institutional responsiveness under remote working conditions. Ibrahim et al. (2019) similarly emphasized that digital communication capability strengthens organizational coordination and public service effectiveness within Malaysian institutions. Most importantly, organizational agility demonstrated a strong positive relationship with organizational performance. This finding confirms that adaptive organizations are more capable of maintaining operational continuity and institutional effectiveness during uncertain conditions. The result supports earlier findings by Teece et al. (2016), who argued that organizational agility strengthens long term institutional resilience and strategic adaptability. Overall, the study demonstrates that successful WFH implementation within the Malaysian public sector depends heavily on adaptive leadership, technological readiness, effective communication systems, and agile organizational capability.

The growing implementation of WFH within Malaysian public institutions demonstrates that organizational management practices are evolving beyond traditional administrative structures toward more adaptive and digitally driven systems. The findings of this study show that organizational agility plays a significant role in supporting institutional responsiveness and operational continuity under flexible working arrangements. This supports the argument that WFH should be viewed not merely as an operational policy, but as a strategic organizational capability contributing toward long term institutional resilience and organizational sustainability (Teece et al., 2016). This study was conducted to examine the role of Work From Home as a strategic management tool within the Malaysian public sector. Specifically, the study investigated the influence of strategic leadership, digital readiness, and organizational communication on organizational agility and organizational performance during WFH implementation. The study adopted a quantitative cross sectional research design involving 372 government servants from selected federal ministries, state agencies, and local authorities in Malaysia. Data were collected using structured questionnaires and analyzed using Statistical Package for Social Sciences (SPSS) and Structural Equation Modeling (SEM). The analysis included descriptive analysis, reliability testing, correlation analysis, convergent validity assessment, and hypothesis testing.

The findings revealed that strategic leadership, digital readiness, and organizational communication significantly influence organizational agility. Organizational agility was also found to significantly influence organizational performance. In addition, organizational agility successfully mediated the relationships between the independent variables and organizational performance. These findings suggest that public organizations capable of adapting quickly, utilizing digital technologies effectively, and maintaining strong communication systems are more likely to sustain operational continuity and institutional effectiveness during WFH implementation. This supports previous studies emphasizing the importance of organizational adaptability and strategic capability in managing environmental uncertainty and operational disruptions (Doz and Kosonen, 2010). The first objective of the study was to examine the relationship between strategic leadership and organizational agility. The findings confirmed that strategic leadership positively influences organizational agility within the Malaysian public sector. Adaptive leaders are more capable of guiding organizations through uncertain operational conditions, improving decision making flexibility, and supporting institutional responsiveness during remote working implementation. This finding aligns with Dynamic Capability Theory, which emphasizes the role of leadership capability in organizational adaptation and resource reconfiguration (Teece, 2007). The second objective examined the influence of digital readiness on organizational agility. The findings demonstrated that organizations possessing stronger technological infrastructure and digital competency are more capable of maintaining operational coordination and service continuity under WFH arrangements. This finding supports earlier studies showing that digital transformation contributes significantly toward organizational flexibility and operational sustainability (Vial, 2019).

The third objective focused on organizational communication and organizational agility. The results showed that communication effectiveness significantly strengthens organizational responsiveness and coordination efficiency during remote working implementation. Organizations with efficient communication systems are generally more capable of reducing operational disruptions and maintaining collaborative performance. Ibrahim et al. (2019) similarly highlighted the importance of digital communication systems in strengthening organizational coordination and service effectiveness within Malaysian institutions. The fourth objective examined the relationship between organizational agility and organizational performance. The findings revealed that organizational agility significantly improves institutional performance within public sector organizations implementing WFH arrangements. Agile organizations are more capable of adapting quickly, responding effectively to environmental changes, and maintaining operational continuity during uncertain conditions. This finding is consistent with previous studies emphasizing the importance of organizational agility in supporting institutional resilience and long term sustainability (Sherehiy et al., 2007). Finally, the mediation analysis confirmed that organizational agility acts as an important strategic mechanism connecting strategic leadership, digital readiness, and organizational communication with organizational performance. This finding further strengthens the argument that organizational agility functions as a core organizational capability within modern public sector management systems.

This study contributes theoretically to the growing literature on Work From Home, organizational agility, and strategic management within the public sector context. Most previous WFH studies focused primarily on employee wellbeing, work life balance, and

productivity issues. However, this study extends the discussion by positioning WFH as a strategic organizational capability influencing institutional adaptability and organizational performance. The study also strengthens the application of Dynamic Capability Theory within public sector organizational research. The findings demonstrate that organizational agility functions as a dynamic capability allowing institutions to adapt rapidly to environmental uncertainty and operational disruptions. Public organizations capable of sensing changes, integrating digital systems, and coordinating resources effectively are more likely to maintain institutional performance during flexible working arrangements (Teece et al., 2016). Additionally, the study supports the Resource Based View (RBV) perspective by demonstrating that strategic leadership, digital readiness, and organizational communication function as valuable organizational resources contributing toward organizational agility and institutional effectiveness (Barney, 1991). The findings also support several Malaysian organizational studies emphasizing operational adaptability, management capability, and organizational sustainability. Ibrahim and Jaafar (2015) similarly argued that adaptive management practices strengthen organizational sustainability and institutional responsiveness.

From a practical perspective, the study provides important insights for policymakers and government institutions involved in public sector workforce transformation and digital governance initiatives. The findings suggest that successful WFH implementation requires more than simply allowing employees to work remotely. Organizations must also strengthen leadership capability, digital infrastructure, communication systems, and organizational flexibility to sustain institutional performance effectively. Government agencies should therefore prioritize leadership development programs that strengthen adaptive management capability and strategic decision making skills. Leaders operating within remote working environments must be capable of managing uncertainty, supporting employee coordination, and maintaining organizational responsiveness under changing operational conditions. The findings also highlight the importance of strengthening digital readiness across public institutions. Public sector organizations should continue investing in technological infrastructure, cybersecurity systems, digital platforms, and employee technological competency development. Digital transformation remains essential in ensuring that government agencies can sustain operational continuity and service delivery effectiveness during remote working implementation (Mergel et al., 2019).

Furthermore, organizations should improve communication systems and virtual coordination mechanisms within WFH environments. Effective communication practices help reduce misunderstandings, improve teamwork quality, and strengthen organizational responsiveness. Ibrahim et al. (2019) emphasized that digital communication capability significantly contributes toward organizational coordination and public service effectiveness within Malaysian organizations. The study also supports broader sustainability and operational modernization agendas within Malaysia. Flexible working arrangements may contribute toward reduced transportation dependency, lower operational costs, and improved environmental sustainability when managed effectively. Muhammad et al. (2023) similarly emphasized the importance of adaptive and sustainable organizational practices in supporting long term operational resilience. Although the study provides several important contributions, some limitations should be acknowledged. First, the study adopted a cross sectional research design, which limits the ability to examine organizational changes over time. Future

studies may adopt longitudinal approaches to examine how organizational agility and WFH effectiveness evolve across different periods.

Second, the study focused only on selected public sector organizations in Malaysia. Therefore, the findings may not fully represent all government institutions or private sector organizations. Future studies may expand the research scope by comparing different sectors or geographical regions. Third, the study relied on self reported questionnaire responses from respondents. As with most survey based studies, there is a possibility of response bias and subjective interpretation among participants. Future researchers may consider combining quantitative and qualitative methods to obtain deeper organizational insights. Finally, the study focused mainly on strategic leadership, digital readiness, organizational communication, and organizational agility. Other potential variables such as organizational culture, employee motivation, psychological wellbeing, trust, and technology acceptance may also influence WFH effectiveness and organizational performance. Future studies should explore additional organizational and behavioral factors influencing WFH effectiveness within public institutions. Variables such as organizational culture, employee engagement, innovation capability, digital trust, and technology acceptance may provide deeper understanding regarding organizational adaptability under remote working conditions.

Researchers may also examine the long term sustainability of WFH implementation within public sector organizations. Although many institutions successfully adopted remote working arrangements during uncertain conditions, future studies should investigate whether WFH remains effective as a permanent organizational strategy within government institutions. Comparative studies between public and private sector organizations may also provide valuable insights regarding differences in organizational agility, digital readiness, and management adaptability. Such comparisons may help policymakers identify best practices and improve workforce management strategies across sectors. In addition, future research may incorporate environmental sustainability and green organizational management perspectives into WFH studies. Ibrahim and Jaafar (2016b) emphasized that adaptive operational practices contribute positively toward environmental sustainability and organizational resilience. Similarly, Rahmat et al. (2023) highlighted the relationship between workplace management and employee productivity within sustainable organizational environments. Finally, future studies may adopt mixed method or qualitative approaches to gain deeper insights into employee experiences, leadership challenges, and organizational adaptation processes during WFH implementation. Qualitative findings may provide richer understanding regarding the human and managerial dimensions of organizational agility within flexible working environments.

Conclusion

In conclusion, this study demonstrates that Work From Home should be understood as a strategic organizational capability rather than merely a temporary operational arrangement within the Malaysian public sector. The findings show that strategic leadership, digital readiness, and organizational communication significantly strengthen organizational agility, which subsequently improves organizational performance during WFH implementation. The study confirms that organizational agility functions as a critical institutional capability enabling public organizations to remain adaptive, responsive, and operationally effective under uncertain conditions. Public institutions

capable of strengthening adaptive leadership, digital integration, and communication effectiveness are more likely to sustain organizational continuity and service quality within flexible working environments. Overall, the study contributes theoretically and practically to the growing discussion on organizational transformation, digital governance, and adaptive public sector management. The findings may assist policymakers and government institutions in designing more sustainable, agile, and resilient workforce management strategies for the future.

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Conflict of interest

The authors declare that there is no conflict of interest regarding the publication of this research paper. The research was conducted independently without any financial, commercial, or personal relationships that could influence the findings and interpretation of the study.

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