



# RMU 4U

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**Research Management Unit**  
Universiti Teknologi MARA Cawangan Kedah

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## RECTOR'S NOTE



**Prof. Dr Roshima Said**  
Acting Rector

***"Together we advance knowledge with integrity, creativity, and purpose—many voices united to shape a brighter, sustainable future."***

Assalamualaikum warahmatullahi wabarakatuh,

Alhamdulillah, with gratitude to Allah SWT, I am pleased to welcome you to the fourth volume of RMU4U e-Bulletin. This publication continues to serve as a reflection of our vibrant intellectual community at UiTM Kedah, bringing together voices from diverse disciplines and perspectives. In this issue, with 42 insightful contributions, we witness not only the richness of research topics but also the strength of our shared purpose. While the papers range from sustainability in fashion and design, digital literacy, and artificial intelligence to law, economics, and cultural heritage, they are united by a common aspiration: to advance knowledge that is meaningful, ethical, and impactful for society.

Our academic journey is significant because of this harmony amid diversity. Whether addressing contemporary challenges in technology and governance or celebrating the timeless values of culture and tradition, our scholars demonstrate that knowledge is most powerful when it is connected, when different fields meet at the crossroads of innovation, integrity, and service to the community.

As Rector, I am profoundly inspired by the dedication, innovation, and scholarly excellence demonstrated by our academics and researchers. You are not only advancing knowledge within our university but are also fulfilling UiTM's noble mission, creating impactful ideas that serve the nation and uplift the ummah.

Your work reflects a deep commitment to relevance, integrity, and service. Let us continue to nurture a culture of collaboration, creativity, and excellence, ensuring that our contributions remain forward-looking, transformative, and rooted in the needs of society. Together, we are shaping a brighter, more sustainable future through education, research, and innovation.

Congratulations to all the dedicated contributors whose passion and perseverance have brought this volume to life. My heartfelt appreciation goes to the Research Management Unit for their steadfast leadership and solid commitment in making this achievement possible. May RMU4U continue to shine as a beacon of knowledge, uniting diverse voices in a shared mission of discovery and excellence. Together, may we be inspired to reach even greater heights in the pursuit of impactful research and innovation.

One purpose. One vision. Many voices, one future.

Sincerely,  
Prof. Dr Roshima Said  
Acting Rector,  
Universiti Teknologi MARA Keda

## A MESSAGE FROM THE CHIEF EDITOR



**Dr Azyyati Anuar**  
Chief Editor,  
RMU4U E-Bulletin

***"RMU4U Volume 4 celebrates diverse scholarship, uniting research, innovation, and culture to inspire collaboration, sustainability, and inclusive growth."***

We are pleased to present Volume 4 of RMU4U, a platform dedicated to showcasing research, innovation, and thought leadership across diverse academic disciplines. This issue reflects the dynamic intellectual ecosystem we strive to cultivate, highlighting contributions that bridge theory and practice while addressing pressing contemporary challenges. In the Business, Accounting, and Finance section, we feature 15 insightful papers that explore the evolving landscape of global markets, financial resilience, sustainable accounting practices, and digital transformation in business operations.

These works not only provide empirical findings but also propose actionable frameworks for industry adoption, underscoring the vital role of research in shaping competitive and ethical enterprises. The Designer Thoughts segment presents 6 stimulating papers that merge creativity with problem-solving. From design thinking methodologies to innovation in product aesthetics and usability, these contributions remind us that design is not merely about form but about crafting meaningful user experiences.

This section will be of particular interest to those who value the intersection of artistry, functionality, and human-centered solutions. Our IR 5.0 category brings together 6 pioneering papers examining the fusion of automation, artificial intelligence, and human capital development in the context of the Fifth Industrial Revolution. The authors challenge readers to consider how technology can be harmonized with ethical and inclusive practices, ensuring that digital progress translates into equitable societal benefits. In the Law and Policy section, 7 comprehensive papers analyze legal reforms, governance frameworks, and policy innovations that respond to shifting socio-economic realities.

The breadth of topics from regulatory compliance in emerging industries to community rights in a globalized economy reflects the critical role of law as both a safeguard and an enabler of change. The Literature and Culture segment enriches this volume with 8 thought-provoking papers that delve into narratives, identities, and cultural dialogues shaping societies today.

Whether revisiting classic literature through modern lenses or exploring contemporary cultural phenomena, these works invite readers to appreciate the role of the humanities in fostering empathy, critical thinking, and cultural continuity. Collectively, these 42 scholarly contributions affirm the breadth and depth of academic engagement within our community. They underscore our commitment to advancing knowledge that is relevant, impactful, and forward-looking. This volume is not only a testament to our contributors' dedication but also a resource for policymakers, practitioners, educators, and learners who seek informed perspectives and innovative solutions. We extend our heartfelt appreciation to all authors, reviewers, and editorial team members whose collective efforts have made this publication possible. We hope that RMU4U Vol. 4 will spark dialogue, inspire collaboration, and contribute to the enrichment of both academic scholarship and practical application.

Let us continue to explore, innovate, and contribute, together shaping a future where knowledge serves as the foundation for sustainable and inclusive growth.

Warm regards,  
Dr Azyyati Anuar  
Chief Editor,  
RMU4U E-Bulletin



# Transforming Team Communication through Artificial Intelligence in the Malaysian Public Sector: Pathways to Enhanced Collaboration, Efficiency, and Service Delivery

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## Introduction of Artificial Intelligence in the Malaysian Public Sector

Artificial Intelligence (AI) is transforming team communication and collaboration in the Malaysian public sector, offering potential improvements in efficiency and service delivery. While AI integration can enhance operational efficiencies and streamline processes (Mahusin et al., 2024), its adoption faces challenges such as lack of expertise, data privacy concerns, and resistance to organizational change (Mahusin et al., 2024; Roslan & Saferdin 2024). AI can improve public sector accountability, citizen engagement, and decision-making efficiency as well as address misinformation and provide personalized, responsive information. However, successful implementation requires ongoing training, capacity-building initiatives, and strong ethical guidelines. Furthermore, workforce agility is crucial for maximizing AI's potential in public service contexts, where unique challenges like resource limitations and bureaucratic rigidity exist.

## The Evolution of Team Communication Through AI

Historically, team communication in the Malaysian public sector relied heavily on traditional methods such as memos, emails, and in-person meetings. However, the landscape is rapidly evolving with the integration of artificial intelligence (AI) technologies. Tools such as chatbots, predictive messaging systems, and digital assistants are increasingly replacing manual updates and repetitive coordination tasks. AI-powered platforms like Microsoft Copilot, Google Workspace, and customized internal systems now support functions including smart scheduling, real-time language translation, and automated response generation. These advancements not only modernize interdepartmental communication but also help break down long-standing information silos.



This shift aligns with Malaysia’s demonstrated commitment to AI readiness. According to the Government AI Readiness Index 2022 by Oxford Insights, Malaysia ranked 29th out of 181 countries globally, placing it within a group of nations proactively preparing for AI-driven transformation. Within the East Asia region, Malaysia stood at 6th out of 17 countries, further underscoring its regional leadership in AI readiness. Notably, the country’s performance exceeded the global average benchmark of 44.61 percent, reflecting strong institutional capacity, digital infrastructure, and strategic planning for AI integration (Figure 1). These foundations provide a supportive environment for the adoption of intelligent communication systems across the public sector, enabling more efficient, responsive, and adaptive team collaboration.

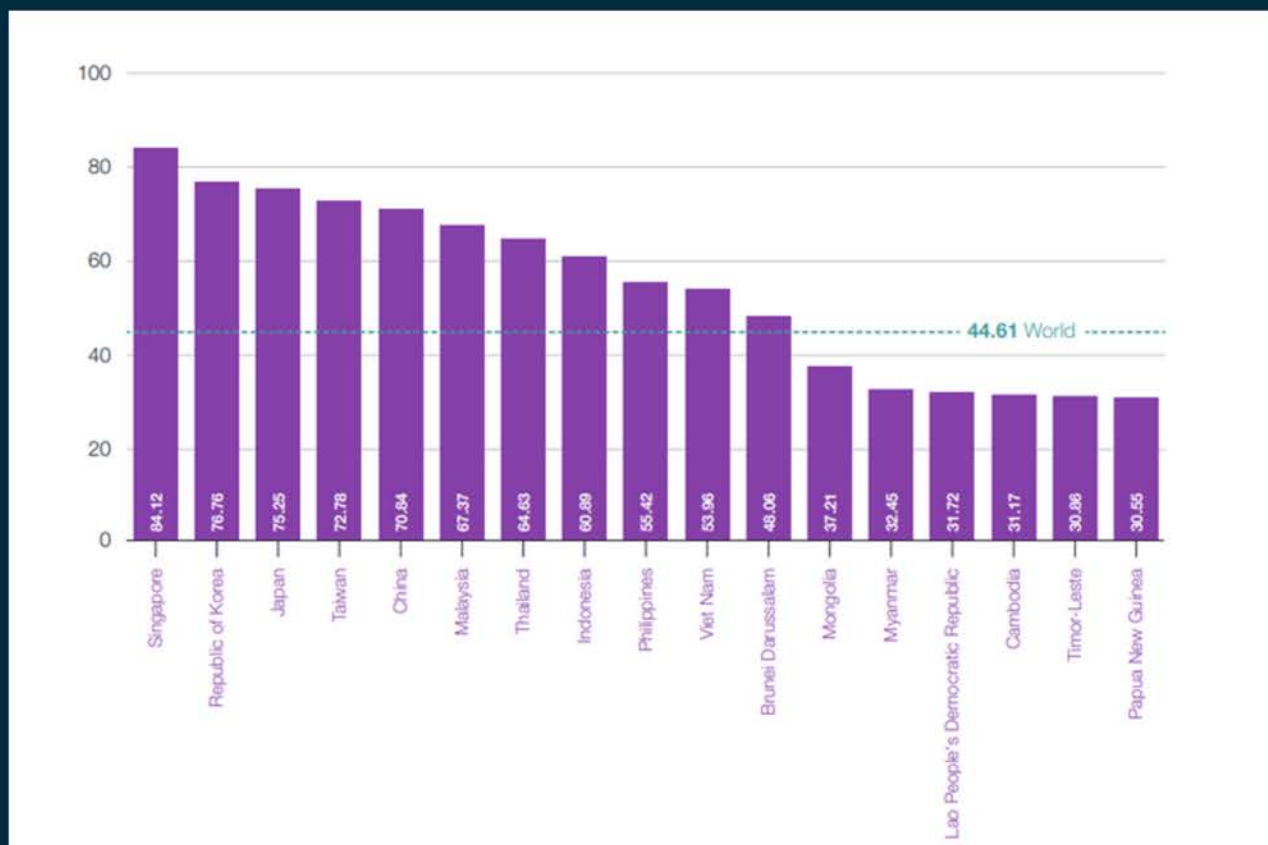


Figure 1: Malaysia's Government AI Readiness Ranking in the East Asia Region for the Year 2022  
 Source: Government AI Readiness Index 2022

## Enhancing Collaboration Through AI

In the rapidly evolving landscape of public service and organizational management, artificial intelligence (AI) has emerged as a powerful enabler of team collaboration. By integrating AI technologies into daily operations, organizations can streamline workflows, enhance decision-making, and foster more effective communication among team members. Three key areas where AI significantly enhances collaboration are intelligent knowledge management. AI curates knowledge repositories by contextually suggesting documents, reports, and personnel expertise. This allows public officers to locate relevant information quickly and collaborate more effectively. Besides, smart collaboration tools is the key areas where AI significantly enhances collaboration. AI tools and automation features can summarize meeting notes, extract key discussion points, and assign follow-up actions automatically.



This reduces cognitive load and improves task accountability. Next is predictive workload management. AI algorithms are increasingly used to analyze team workloads and recommend equitable task distribution, preventing burnout and boosting productivity in high-pressure environments.

### **Improving Efficiency via AI**

There are two ways to improve efficiency through AI. Firstly, process automation. Robotic Process Automation (RPA) enables AI systems to manage routine administrative tasks such as leave approvals, invoice processing, and internal reporting. In agencies like Public Service Department and The Inland Revenue Board of Malaysia, this has resulted in measurable improvements in response times and administrative cost savings (MAMPU, 2021). Secondly, decision-support systems. AI enhances managerial decision-making by offering real-time insights through predictive analytics. For example, forecasting citizen demand during seasonal tax filing or disaster response enables better planning and resource allocation.

### **Challenges of AI**

Despite its benefits, AI adoption in the Malaysian public sector presents ethical and operational challenges. Key concerns include data privacy risks involving sensitive civil service and citizen information, lack of transparency in AI decision-making processes, and digital literacy gaps among public servants that hinder effective tool utilization. Moreover, over-reliance on AI may undermine critical thinking and reduce human oversight in governance. To address these issues, it is essential to establish strong ethical guidelines, promote accountability, and invest in comprehensive capacity-building initiatives to ensure responsible and effective AI integration across government agencies (MAMPU, 2021).

For instance, Malaysia's National Digital Department introduced the Guidelines for AI Adoption in the Public Sector, which serve as a strategic framework aligned with the national digital transformation agenda. The guidelines emphasize ethical AI use, data governance, and human-AI collaboration to ensure systems are fair, transparent, and secure. They advocate for AI to support rather than replace human decision-making, highlight the importance of upskilling civil servants through targeted training, and stress accountability through robust monitoring and evaluation mechanisms (Official Website of Malaysia's National Digital Department, 2025). Overall, the guidelines reflect Malaysia's proactive commitment to building an ethical, trustworthy, and digitally empowered public service capable of harnessing AI for improved governance and citizen outcomes.

In addition, AI capacity building should be prioritized by introducing AI-related modules in civil service training programs to improve digital literacy and readiness. Besides, ethical governance must be strengthened through the establishment of an AI Ethics Board under MAMPU to oversee responsible implementation. Collaborative innovation should be encouraged by partnering with local universities to develop context-specific AI solutions. A unified AI infrastructure is needed to support cross-agency collaboration through a shared public sector platform that enhances communication and data integration.



## Conclusion

AI is revolutionizing how teams in the Malaysian public sector communicate, collaborate, and deliver services. From automation to intelligent decision support, AI tools offer solutions to many longstanding inefficiencies. However, realizing AI's full potential requires investment in digital skills, robust regulatory oversight, and strategic alignment with national goals. By embedding AI thoughtfully and inclusively, Malaysia can build a public service that is agile, transparent, and citizen focused.

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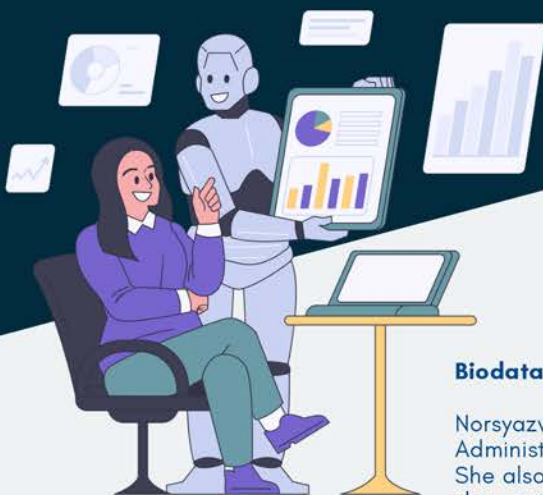
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