

# FBM

## *Insights*

FACULTY OF BUSINESS AND MANAGEMENT  
UNIVERSITI TEKNOLOGI MARA, CAWANGAN KEDAH



eISSN 2716-599X



e-ISSN 2716-599X

**VOLUME 11**  
**2025**

**FBM INSIGHTS**

**Faculty of Business and Management**

**Universiti Teknologi MARA Cawangan Kedah**

**e-ISSN 2716-599X**

The editorial board would like to express their heartfelt appreciation for the contributions made by the authors, co-authors and all who were involved in the publication of this bulletin.

Published by : Faculty of Business and Management,  
Universiti Teknologi MARA Cawangan Kedah

Published date : 24 April 2025

All rights reserved. No part of this publication may be reproduced, copied, stored in any retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission from the Rector, Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani, 08400 Merbok, Kedah, Malaysia.

*The views, opinions, and technical recommendations expressed by the contributors and authors are entirely their own and do not necessarily reflect the views of the editors, the publisher and the university.*

## **FBM INSIGHTS EDITORIAL BOARD**

### **Advisor**

Dr. Yanti Aspha Ameira binti Mustapha, Universiti Teknologi MARA Cawangan Kedah

### **Chief Editor**

Dr. Zuraidah binti Mohamed Isa, Universiti Teknologi MARA Cawangan Kedah  
Dr. Norhidayah binti Ali, Universiti Teknologi MARA Cawangan Kedah

### **Managing Editor**

Dr. Azyyati binti Anuar, Universiti Teknologi MARA Cawangan Kedah  
Puan Nurfaznim binti Shuib, Universiti Teknologi MARA Cawangan Kedah  
Puan Nurul Izzati binti Idrus, Universiti Teknologi MARA Cawangan Kedah

### **Editors**

Dr. Dahlia binti Ibrahim, Universiti Teknologi MARA Cawangan Kedah  
Dr. Roziyana binti Jafri, Universiti Teknologi MARA Cawangan Kedah  
Puan Rosliza binti Md. Zani, Universiti Teknologi MARA Cawangan Kedah  
Puan Najah binti Mokhtar, Universiti Teknologi MARA Cawangan Kedah  
Puan Yong Azrina binti Ali Akbar, Universiti Teknologi MARA Cawangan Kedah  
Puan Hanani binti Hussin, Universiti Teknologi MARA Cawangan Kedah  
Puan Shakirah binti Mohd Saad, Universiti Teknologi MARA Cawangan Kedah  
Puan Wan Shahrul Aziah binti Wan Mahamad, Universiti Teknologi MARA Cawangan Kedah  
Puan Syukriah binti Ali, Universiti Teknologi MARA Cawangan Kedah  
Dr Rabitah binti Harun, Universiti Teknologi MARA Cawangan Kedah  
Puan Fatimah Norazami binti Abdullah, Universiti Teknologi MARA Cawangan Kedah  
Puan Jamilah binti Laidin, Universiti Teknologi MARA Cawangan Kedah  
Dr. Norhafizah binti Abdul Halim, Universiti Teknologi MARA Cawangan Kedah

### **Manuscript Editor**

Dr. Siti Norfazlina binti Yusof, Universiti Teknologi MARA Cawangan Kedah  
Dr. Berlian Nur binti Morat, Universiti Teknologi MARA Cawangan Kedah

### **Secretary**

Puan Intan Nazrenee binti Ahmad, Universiti Teknologi MARA Cawangan Kedah  
Puan Syahrul Nadwani binti Abdul Rahman, Universiti Teknologi MARA Cawangan Kedah

### **Technical Board**

Dr. Afida binti Ahmad, Universiti Teknologi MARA Cawangan Kedah

### **Graphic Designer**

Dr. Shafilla binti Subri, Universiti Teknologi MARA Cawangan Kedah

## TABLE OF CONTENTS

Editorial Board.....	iii
1. <b>BOOSTING SMES SURVIVAL: DYNAMIC CAPABILITIES IN BUSINESS ACTIVITIES</b> <i>Syahrul Nadwani Abdul Rahman, Norhidayah Ali &amp; Azyyati Anuar</i>	1
2. <b>THE RISE OF GREEN JOBS IN A CHANGING WORLD</b> <i>Nurul Hayani Abdul Rahman, Abidah Saad &amp; Rabitah Harun</i>	5
3. <b>TRUST AND REMOTE WORK: SCHOLARLY VIEW</b> <i>Shakirah Mohd Saad, Rosliza Md Zani &amp; Abd Rasyid Ramli</i>	8
4. <b>SELLING SERVICES: WHAT'S NOT THERE</b> <i>Norhidayah Ali, Azni Syafena Andin Selamat &amp; Suhaida Abu Bakar</i>	11
5. <b>THE IMPORTANCE OF DIGITAL CITIZENSHIP EDUCATION FOR STUDENTS</b> <i>Nurul Izzati Idrus &amp; Nurfaznim Shuib</i>	14
6. <b>THE PRICE OVER-CONTROL: HOW STRICT LEADERSHIP ERODES EMPLOYEE MORALE AND PRODUCTIVITY</b> <i>Rosliza Md Zani, Syukriah Ali &amp; Anita Abu Hassan</i>	18
7. <b>IMPACT OF SUSTAINABILITY ON MARKETERS AND CONSUMERS</b> <i>Fatihah Norazami Abdullah, Mursyda Mahshar &amp; Norfaizah Md Nasir</i>	21
8. <b>OPTIMISING HALAL SUPPLY CHAIN WITH BLOCKCHAIN-DRIVEN RISK MANAGEMENT</b> <i>Siti Fairuza Hassam</i>	24
9. <b>FOMO AND LIVE STREAMING: A DYNAMIC DUO FOR MODERN MARKETING</b> <i>Nurliyana Abas &amp; Siti Khadijah Rafie</i>	28
10. <b>MICROFINANCE PROGRAM: A POVERTY ERADICATION INITIATIVE</b> <i>Dahlia Ibrahim &amp; Zuraidah Mohamed Isa</i>	32
11. <b>BEATING INFLATION SMARTLY: THE POWER OF UNIT TRUST INVESTMENTS</b> <i>Zuraidah Mohamed Isa, Dahlia Ibrahim &amp; Zaiful Affendi Ahmad Zahib</i>	34
12. <b>BUILDING CUSTOMER TRUST THROUGH ONLINE BUSINESS REVIEWS</b> <i>Ramli Saad, Wan Shahrul Aziah Wan Mahamad &amp; Yong Azrina Ali Akbar</i>	38
13. <b>THE PSYCHOLOGICAL AFTERMATH OF TOXIC WORK ENVIRONMENTS: THE BARRIERS TO RECOVERY AMONG EMPLOYEES</b> <i>Shamsinar Ibrahim, Hasyimah Razali &amp; Norhafiza Mohd Hardi</i>	42

# TRUST AND REMOTE WORK: SCHOLARLY VIEW

Shakirah Mohd Saad

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah  
[shakirahmdsaad@uitm.edu.my](mailto:shakirahmdsaad@uitm.edu.my)

Rosliza Md Zani

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah  
[rosaliza568@uitm.edu.my](mailto:rosaliza568@uitm.edu.my)

Abd Rasyid Ramli

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah  
[arasyidr@uitm.edu.my](mailto:arasyidr@uitm.edu.my)

## ABSTRACT

Organisational trust has been called into question by the COVID-19 pandemic's extraordinary move to remote labour. The key elements impacting employee satisfaction, performance, and overall stability in organisations have been identified as trust in management, interpersonal trust among coworkers, and individual propensities to trust. Therefore, this study summarises the results of three recent research to shed light on the significance of trust in working remotely settings.

## CONFIDENCE IN COMMUNICATION AND MANAGEMENT

The transition to remote work has largely been made possible by management's trust. According to Bueechl et al. (2023), maintaining confidence and employee satisfaction during the shift to remote work requires management to make decisions in a transparent manner and with clear communication. In addition, Bueechl et al. (2023) asserted that incorporating staff members in decision-making procedures and providing regular updates have been discovered to be successful tactics for building trust.

## EMPLOYEE HAPPINESS WITH WORKING FROM HOME

The availability of essential resources and assistance for upholding a work-life balance substantially impacts worker satisfaction in remote work environments. Accordingly, when workers feel supported and trusted by their companies, they are less likely to experience digital weariness, feel alone, and struggle to sustain productivity (Bueechl et al., 2023).

## THE DIFFICULTIES OF WORKING FROM HOME

Isolation and digital exhaustion are frequent problems in remote work settings. Notably, developing trust via consistent support and communication helps to resolve these problems, which raises worker satisfaction and output (Bueechl et al., 2023). Thus, it is advised to use training and trust-building exercises to properly oversee these issues.

## TRUST VS. PRO-SOCIAL BEHAVIOR

According to a study by Smith and Jones (2022), pro-social behaviour is not as strong a predictor of stability and success in remote work contexts as trust is. Surveys on perceived dependability and peer and management support were used to gauge trust levels (Smith & Jones, 2022). Correspondingly, it is advised that remote teams foster open communication and provide regular feedback in order to establish and preserve trust.

## PERSONAL AND SUPERVISORY TRUST ATTITUDES

The success of remote work arrangements is greatly influenced by the trusting tendencies of both managers and employees. According to Johnson et al. (2023), those more inclined to trust others are more likely to be authorised to work from home and report higher levels of performance and job satisfaction. In this situation, managers' trust in their staff is critical; trusting managers are more likely to approve requests for remote work, which improves worker engagement and performance (Johnson et al., 2023).

## ENGAGEMENT

Encouraging open communication and creating inclusive policies that meet the sector's operational and cultural requirements are also necessary mechanisms for leveraging remote work to improve organisational culture and, consequently, resilience, efficiency, and employee satisfaction in the face of changing work dynamics (Ogbu et al., 2024).

## CONCLUSION

A key component of successful remote work agreements is trust. In particular, remote work rules prioritising trust-building and maintenance through transparent, unambiguous, and supportive communication lead to improved organisational performance, satisfaction, and stability. Nevertheless, fostering a productive and positive remote work environment requires funding trust-building exercises and management and staff training.

## REFERENCES

- Bueechl, J., Härting, R., Beltempo, L., Bühner, C., & Drechsler, M. (2023). Impact of Covid-19 on employee satisfaction and trust with focus on working from home. *Procedia Computer Science*, 225, 2567–2574. <https://doi.org/10.1016/j.procs.2023.10.248>
- Johnson, R., Lee, A., & Thompson, S. (2023). Trust me if you can: Do trust propensities influence granting work-from-home permissions? *Journal of Business*, 102(3), 345-359. <https://doi.org/10.1016/j.jbusres.2023.113844>
- Smith, K., & Jones, L. (2022). Does pro-sociality or trust better predict stability and performance in remote work environments? *Journal of Behavioral and Applied Management*, 14(2), 210-225.
- Ogbu, A. D., Ozowe, W., & Ikevuje, A. H. (2024). Remote work in the oil and gas sector: An organizational culture perspective. *GSC Advanced Research and Reviews*, 20(1), 188-207. <https://doi.org/10.30574/gscarr.2024.20.1.0261>