Sustaining Effective Communication and Job Performance while Working From Home (WFH) among Employees in Organisation

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Abstract

The Covid-19 pandemic has caused changes in the work arrangements of organizations. Nowadays, most organizations have shifted their work environment to working from home. Thus, the issue is that this also changes the way of communication, which will be using online communication. Previously, employees had to go to the office and have face-to-face interaction with other employees. Still, now, all communication is done online, so it may affect employees working from home. Therefore, this research intends to examine the effectiveness of online communication on job performance among working-from-home employees. The present study deployed a quantitative research method involving questionnaires as a research instrument to 202 employees working from home. A convenient random sampling technique were used to acquire the number of respondents. Results show that Microsoft Teams is the most adequate online communication tool used by respondents of the study. The study found that respondents agree that working from home will improve their work performance. In order to have more effective communication in an organization, management plays an important role in the communication process between employees and employers. Standardized communication practices such as regular or weekly meetings can be conducted for the whole team to enhance relationship bonds between employees.

Keywords: *Working From Home, Job Performance, Effective Communication, Pandemic, Organizational Communication.*

Mengekalkan komunikasi dan prestasi kerja yang berkesan semasa bekerja dari rumah (WFH) dalam kalangan kakitangan dalam organisasi

Abstrak

Pandemik Covid-19 telah menyebabkan perubahan dalam pengaturan kerja organisasi. Hari ini, kebanyakan organisasi telah menukar persekitaran kerja mereka untuk bekerja dari rumah. Oleh itu, masalahnya ialah ini juga mengubah cara komunikasi, yang akan menggunakan komunikasi dalam talian. Sebelum ini, pekerja terpaksa pergi ke pejabat dan mempunyai interaksi muka dengan pekerja lain. Walau bagaimanapun, kini, semua komunikasi dilakukan dalam talian, jadi ia boleh menjejaskan pekerja yang bekerja dari rumah. Oleh itu, penyelidikan ini bertujuan untuk mengkaji keberkesanan komunikasi dalam talian pada prestasi kerja di kalangan pekerja bekerja dari rumah. Kajian ini meletakkan kaedah penyelidikan kuantitatif yang melibatkan kuesioner sebagai alat penyelidik kepada 202 pekerja yang bekerja dari rumah. Teknik sampel acak yang mudah digunakan untuk memperoleh bilangan responden. Hasil menunjukkan bahawa Microsoft Teams adalah alat komunikasi dalam talian yang paling sesuai yang digunakan oleh responden kajian. Kajian ini mendapati bahawa responden bersetuju bahawa bekerja dari rumah akan meningkatkan prestasi kerja mereka. Untuk mempunyai komunikasi yang lebih berkesan dalam organisasi, pengurusan memainkan peranan penting dalam proses komunikasi antara pekerja dan majikan. Amalan komunikasi standard seperti mesyuarat biasa atau mingguan boleh dijalankan untuk seluruh pasukan untuk meningkatkan ikatan hubungan antara pekerja.

Kata Kunci: *Bekerja dari rumah, prestasi kerja, komunikasi berkesan, Pandemik, Komunikasi Organisasi.*

Introduction

Covid-19 is an infectious virus that causes coronavirus illness to people. On March 11, 2020, the World Health Organization declared Covid-19 a pandemic (WHO, 2020). It has become a global virus where it can spread quickly and faster among people. Schools, businesses or organizations, shopping malls, and others are mostly closed, and people are instructed to stay home. These have caused changes in people's lifestyles as they are not able to go out as usual to avoid getting infected with the deadly virus. Nevertheless, the advancement of technology has helped people to communicate with each other without having to meet face-to-face. Technology competency plays its role and has been critical in supporting the contemporary global situation of the COVID-19 pandemic. According to Pandey and Pal (2020) due to social distancing rules and nationwide lockdowns, the Covid-19 pandemic has undoubtedly resulted in an increase in the utilization of digital technology by people. People and organizations globally have had to adapt to new methods of working and living due to this pandemic.

The new norm of working from home is a new and unusual practice for Malaysians to adapt to. As a result of a global COVID-19 virus outbreak that sparked in the early year of 2020, people are restricted from traveling and are not allowed to leave their homes except for valid reasons. These restrictions have also impacted businesses and organisations as they cannot operate as usual because people cannot leave their houses. The government has specifically conducted a Movement Control Order to ensure people obey the rules and avoid more of the spread of the COVID-19 virus. The virus can easily infect people as it can be transmitted through the air that people breathe. Air will be contaminated by droplets and small particles that contain the virus that can infect others. Therefore, people are suggested to wear face masks and always keep a distance from each other.

Due to the Movement Control Order from the government, many businesses have shifted their working practice from working at the office to working from home. Kazi, (2020) defined that working from home (WFH) can be called telecommuting, teleworking, or remote working. It is a flexible work arrangement that allows employees to work from home or a remote location. The authors also stated that 34% of corporate leaders expect that by 2020, more than half of their full-time employees will work remotely. This new norm of working from home has been actively started in Malaysia in 2020 by most companies up until today. Employees are

advised by their company to work from home to comply with the Movement Control Order by the government.

Moreover, as it is known, communication is an integral part of daily life. Fatimayin (2018) stated that a sender (source) and a receiver are typically involved in communication, generally viewed as interaction within a social environment. The parties involved will exchange signals and information during this process. Communication is vital to every aspect of life, including when working in an organization. Employees of an organisation need to communicate with each other often to achieve company goals and work as a team. So, as employees are working at the office, they will have no problem communicating because they can meet each other face to face.

However, the practice of working has shifted to working from home. The process of communication has also changed in a way. Communication among employees is no longer practiced physically; instead, employees are required to communicate online using platforms such as Slack, Google Meet, Microsoft Teams, and others. Alawamleh et al., (2020) stated that the goal of online communication is the same as face-to-face conversation which is to connect, exchange information, and be heard and understood by others. Examples of such systems that are widely used include computer conferencing, email, and discussion forums. These communication technologies are often used by those working collaboratively with people or groups not physically or geographically close to one another.

Online Communication During Pandemic

Nowadays, even after the government has lifted the Movement Control Order (MCO) regulations, some companies are still adapting to the environment of working from home. In post-pandemic times, some of the most well-known companies in the world, including Amazon, Apple, Google, Facebook, British Airways, Microsoft, and Siemens AG, are willing to implement remote working (BBC News, 2020; Hartmans, 2020; Siemens AG, 2020 as cited in Vyas 2022). As it is known, working from home heavily depends on online communication for communication purposes, whether it is for meetings, webinars, or others. Compared to working at the office, communication is mainly done physically, and online communication is not as heavy as working from home. This is because meetings are usually conducted physically with all the employees while being present in the office. So, online communication plays an important role when working from home as it is essential for communicating.

Despite that, online communication also could be beneficial or disadvantageous to an individual. Some individuals may find it adequate to use as it could improve job performance but others could be worn out or feel more left out when communicating virtually with other employees (Narayanamurthy & Tortorella, 2021).

Next, it is known that communicating online for work will also restrict communication to only communicate about work-related subjects compared to working at an office. When working at the office, employees may feel more comfortable and connected with each other as they can chat and communicate casually about matters other than work. According to Thorstensson (2020), employees are concerned about the absence of opportunities for informal communication conversations with co-workers. This is because employees who do not have such contacts may feel distanced from their colleagues. This could affect their productivity as they cannot feel comfortable and coordinate well with the company's employees. When working from home, employees may feel distant from their colleagues, which will affect their productivity as they cannot communicate effectively with each other.

Moreover, communication technology advancements helped with working from home conditions such as computing and flexibility. This communication innovation will also affect workplace or organisational communications. Aziz et al. (2021) stated that employees may encounter unplanned meetings, virtual communication exchanges, virtual conflict resolution, decision-making via online communication, and social communication in unusual settings. The process and flow of communication while working from home and the office are different as it is done virtually rather than face-to-face. For example, communicating using online communication technologies restricts people from showing and perceiving nonverbal communication. Individuals show their non-verbal actions through the use of 'emoji' or 'emoticon' symbols. This could cause misunderstandings if the symbols are being interpreted differently from each other, and employees' relationships may be affected in a way due to online communication.

Besides that, to have quality and productive work, it is important to work as a team, especially when working on big projects that involve various parts of work. Communication is vital in this process because the individual involved needs to have an aligned set of objectives and goals. However, working remotely will defeat the productivity of work, especially when individuals are located in different areas of work, making it difficult to communicate effectively. Using online communication may not be as

productive as communicating and discussing work face-to-face or physically. Moreover, Thorstensson (2020) stated that efficient communication is especially vital for working-from-home practices since team members depend on one another, and it is difficult for supervisors to manage them because they are physically located in various locations. Hence, as a team member, when working from it is important to utilise online communication platforms efficiently and thoroughly to have productive work and a great flow of information.

Using online communication technology will relate well with perceived usefulness and perceived ease of use. Communicating information is beneficial because it can answer the questions that we want. The degree to which a person believes that utilizing a certain information system will enhance work performance and offer incentives or advantages to the user is known as Perceived Usefulness (Davis, 1989). Nevertheless, online communication platforms are perceived differently by different people. Working from home requires high utilization of online communication, but it could be a drawback for those who perceive that using it will not be able to improve their work. This could be due to not having enough knowledge to utilise it or finding it hard to use.

Next, perceived ease of use also relates well with the study of the use of technology. Perceived ease of use can be defined as the extent to which a person thinks utilising a particular technology would not need much physical or mental effort (Davis, 1989). A person will have a positive attitude about a technology when they believe it to be simple to be utilised. However, a lack of technical assistance and experience in online communication will become a problem and affect employee job performance. Despite working from home, the communication should be clear and understandable even if the employees are not communicating physically or in the same room.

Lastly, working from home requires virtual communication, which could also affect individual focus and productivity. Karl et al. (2022) mentioned that the rising use of video conferencing has been challenging for some employees. For example, employees may complain about Zoom fatigue or feeling mentally and physically drained by video conferencing or meetings. Working from home does provide easier and instant communication, especially to attend meetings, as employees have to click on the meeting links. However, these conveniences could negatively affect the employees simultaneously because employees may feel easily tired due to meetings and have less energy or motivation when starting to perform their tasks (McDowell et al., 2020). Employees

may feel that although they work long hours, they still accomplish little of their job tasks.

This study aims to identify the level of communication effectiveness and job performance among employees working from home. Next, the study will examine the perception of employees working from home towards perceived usefulness and ease of use towards online communication. Lastly, the study will determine the relationship between communication effectiveness and job performance.

The Pros and Cons of Using Online Communication during the Pandemic.

Working from home is something new yet being accepted by others as well. The working environment has recently shifted to working from home and using online communication platforms. Online communication is convenient to use as it provides instant sharing of information and feedback simultaneously. This could help employees use it well when working from home despite the different geography of workplaces among the employees. According to Aczel et al. (2021) over 12% of EU workers and nearly one-quarter of US employees worked from home in 2015. Moreover, the researcher also stated that according to a recent poll of 27,500 millennials and Gen Z, most would prefer to work remotely more regularly. This has shown that people have adapted to working from home over the past years.

Moreover, the internet has enabled employees to stay connected to the office at all times. For instance, online communication platforms such as Microsoft Teams and others have simplified communication between co-workers and teams, leading to more efficient and successful meetings. Ilang (2021) stated that by providing the Chat option, Microsoft Teams solves the problem of isolation of remote and different geographical team' member's experiences. By creating a group chat, teams may organise project meetings and stay up to date on important information regarding the progress and results of the job. The online communication platform provides various interactive ways of communicating between users, such as Video Calls, Screen Sharing, and Voice Calls. In this way, employees can still communicate with their colleagues as usual without meeting them personally and physically.

Next, communicating online can be cost-effective for businesses as they do not have to spend more on conducting physical meetings such as on papers, rooms, and other things. According to Heller (2010), online

communication overcomes time constraint issues, and asynchronous technologies enable users to interact from any location at any time. Due to the ability to view one another in real-time on a computer screen, video calls have changed communication as now they can be done instantly. It can also view other people's facial emotions when making video calls, which goes beyond the geographical limitations of the distance between the communicating parties.

Nowadays, online communication is also accessible to most generations. People are well-adapted to online communication, which is not something out of the norm anymore. Everyone can be tech-savvy and explore the technology themselves or with the help of others as well. According to a study by Drago (2018), each of the 100 respondents used a smartphone or tablet. When asked how often they use their mobile phones, they use them more than 4 hours per day on average, according to 60% of respondents, and more than 8 hours per day, according to 18% of respondents. From the results, the amount spent time using mobile phones shows that people now prefer to perform activities online.

While using online communication for working from home employees has its advantages, it will also have its disadvantages as well. Communicating online is slightly different from communicating physically, such as face-to-face. Although the process is the same, which is to share information, the receiving of it is different as it is being done virtually. Obdržálková and Moravcová (2022) stated that the most prevalent and significant drawbacks of working from home were identified as a loss of interaction with co-workers or going out, poor physical surroundings, or a lack of required equipment. It is known that working from home requires a steady internet connection and a comfortable working space; without these, it will disrupt the productivity or communication of employees.

Moreover, although online communication is convenient for employees working from home, the disadvantage of work-from-home regulations is a sense of receiving less recognition for accomplishments. According to Susilo (2022), employees will find it more difficult to demonstrate their work ethic and have their accomplishments recognised by their management when all communication is done virtually. The constraint exists because when employees work from home, they typically submit their work when it is complete, but their manager is not aware of the process involved in producing a completed work; some employees may work overtime, but their work is only judged by the outcome, rather than the difficulties that employees managed to overcome during the process.

Next, communicating online also has the problem of transmitting the message that is supposed to be sent by messenger. As it is known, communicating online is mainly done by typing the message or information that needs to be sent. However, communication is more effective when done physically as it can make the receiver more understand the message through voice, body language, and other aspects. Mendjel (2022) stated that words can only carry 7% of the messages in communications, while speech inflexion may communicate 38%, and the rest (55%) comes from the sender's gestures and body language cues. Hence, it could be said that the message received using online communication may be misinterpreted due to a lack of body language, such as non-verbal communication cues. This could affect the performance of employees if they misinterpret the message received.

Job Performance of Employee Working from Home

It is common for a company to measure the job performance of their employees. Although the working environment has shifted to working at home rather than working at the office, measuring the employees' job performance needs to be done at a certain period. This ensures that the employees achieve their key performance indicators and confirm that the company goals are being achieved. However, according to Darus and Saahar (2022), a country manager at Job Street has stated that 48% of employers polled have described the new norm as resulting in a lack of productivity since the Work From Home (WFH) arrangement has taken a toll on their physical and mental health. Thus, working from home may affect employees' job performance, especially the employees who have just been introduced and adapted to the new norm of working.

Moreover, organizations play an essential role in ensuring that employees are working comfortably and effectively at the same time. Communication among the employees, such as between the superior and subordinates, must always be active and effective. According to Aropah et al. (2020), physical and psychological distance hurts relational performance in working-from-home environments. Still, transformational leadership may regulate this relationship by minimizing the negative consequences. So, individual and organizational variables play vital roles in affecting the perceived productivity of employees working remotely. Companies that wish to utilize working from home must be cautious when selecting supervisors or employees. Moreover, the researcher also stated that companies need to select managers capable of transformational leadership, that is, individuals with empathy, strong listening skills, a vision, the ability to influence others, and the ability to inspire and share intellectual stimulation. These characteristics of a

manager will help the employees to work effectively, even when working remotely.

Employees work from home while having their family members present simultaneously. According to Min et al. (2022), employees are subjected to many disruptions caused by family concerns, preventing them from entirely focusing on their work and completing their positions in their company. When every situation happens at the exact location and time, it is also highly likely that family issues would affect their work behavior and job performance. However, it is advantageous that working from home can help individuals perform their house chores simultaneously by managing their schedules. It also disrupts job performance and productivity if employees cannot manage their time correctly and take advantage of working from home.

Research Framework

A framework for the present study was constructed using the TAM2 model, commonly used for studies relating to technology adoption. Hence, this study also intends to study the effectiveness of online communication.
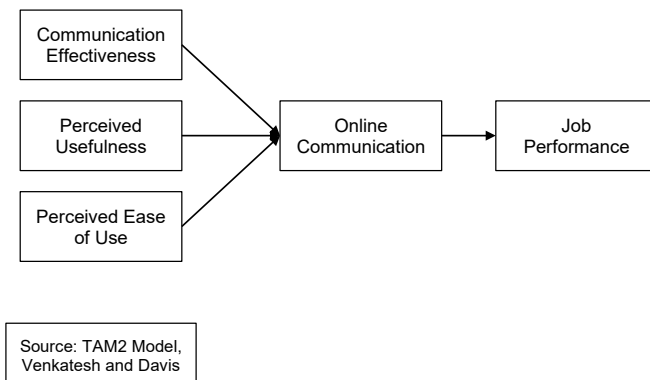

Figure 1: Conceptual Framework of the Study

Research Methodology

The sample of respondents for the present study are employees working from home in the Klang Valley area. The purpose of the pilot study is to ensure that the respondents understand all the items in the survey well. A total of 202 respondents using stratified sampling from five selected companies in Klang Valley were used to conduct a reliability test to

obtain the value of Cronbach Alpha for each variable. The table below shows the value of Cronbach Alpha for each variable, and a few items have been removed from the section to raise the value of Cronbach Alpha. Next, normality tests were also conducted, and the results showed that the items were acceptable. Lastly, face validity has also been tested to ensure respondents understand the survey.

Reliability Analysis

The degree to which an instrument produces consistent results is referred to as reliability. Internal consistency, test-retest, and inter-rater reliabilities are examples of common reliability metrics. Thus, a pilot study was carried out before the researchers completed their full study. 202 questionnaires were given out to participants in this pilot study using Google Forms. The research will use SPSS software to submit the pilot test data to acquire internal stability. In addition, the Cronbach alpha scale will be used in the study to determine whether it is dependable. Park (2021) stated that the items were considered to indicate a strong degree of internal consistency if Cronbach's alpha value was greater than 0.7 and an acceptable level if it was between 0.5 and 0.7. The results of the pilot test are shown in the table below.

Section	Value	Number of Items
Section B - Communication Effectiveness	0.769	3
Section C - Job Performance	0.661	4
Section D - Perceived Usefulness	0.748	5
Section E - Perceived Ease of Use	0.893	5
Section F - Online Communication	0.641	5

Table 1: Reliability Analysis

To evaluate if the questions asked or the instrument can be used to collect data for the research project, it is important to assess the instrument's reliability, validity, and normality. According to Sürücü and Maslakçi (2020), validity is a measure of how well a measuring instrument fulfills its objective, and it is concerned with whether the measuring instrument measures the behavior or quality that it is supposed to measure.

The table above shows the value of each of the variables available in the instrument. The value of Communication Effectiveness is 0.769, the value of Job Performance is 0.661, the value of Perceived Usefulness is 0.748, the value of Perceived Ease of Use is 0.894 and the value of Online Communication is 0.641. However, the prior value of Communication Effectiveness was 0.296 which is unacceptable but after removing items C4, C5, and C6, the value of Cronbach Alpha has increased significantly. Moreover, the initial value of Cronbach Alpha for Job Performance was 0.376 which is not acceptable but after removing the item JP5, the value increased.

Findings of the Study

Table 2 summarises the respondent's frequency analysis based on the questionnaire distributed. Based on the findings, the male respondents' frequency is 77 at 38.1%, and the female respondents' frequency is 125 at 61.9%. Next, the ages of the respondents are 25 - 30 years old with 72 frequency and 35.6%, 31 - 35 years old with 27 frequency and 13.4%, 36 - 40 years old with 33 frequency and 16.3%, 41 - 45 years old with 15 frequency and 7.4% and lastly 46 - 60 years old with 55 frequency and 27.2%. For the current job level in the organization, the position of Senior Manager has a frequency of 26 and 12.9%, and the position of manager with 39 frequency and 19.3%. Meanwhile, Junior Executive and Senior Executive positions have the same frequency and percentage values of 52 and 25.7%, respectively.

Next, non-executive positions have a value of 27 frequency and 13.4%. Lastly, other positions not listed are Senior General Manager and Director, with a frequency of 6 and 3%. Lastly, the period of working from home for less than 1 year has a frequency of 41 and 20.3%, 1 - 2 years with 96 frequency and 47.5%, and for periods of 3 years or more with a frequency of 65 and 32.2%. Based on the data collection, most of the respondents of the survey are female aged between 25 to 30 years old with a current job level in the organisation, either Senior Executive or Junior Executive and with a period of working from home around 1- 2 years.

Demographic variable	Frequency	Percentage (%)
Gender		
Male	77	38.1
Female	125	61.9
Age		
25 - 30 years old	72	35.6
31 - 35 years old	27	13.4
36 - 40 years old	33	16.3
41 - 45 years old	15	7.4
46 - 60 years old	55	27.2
Current Job Level in		
Organization	26	12.9
Senior Manager	39	19.3
Manager	52	25.7
Senior Executive	52	25.7
Junior Executive	27	13.4
Non-Executive	6	3
Other		
Period of Working From Home		
Less Than 1 Year	41	20.3
1 - 2 Years	96	47.5
3 Years or More	65	32.2

Table 2: Demographic Analysis

The Most Adequate Online Communication Platforms Used That Can Improve Job Performance

Based on the table below, the first item in Section D - Perceived Usefulness used the multiple-choice answer where respondents choose the most adequate online communication platforms used that can improve job performance.

Online Communication Platforms	Frequency	Percent
Microsoft Team	121	59.9
Google Meet	34	16.8
Whatsapp	20	9.9
Telegram	2	1.0
Slack	11	5.4
Zoom	13	6.4
Skype	1	0.5

Table 3: Most Adequate Online Communication Tools

Table 3 shows the results of the most adequate online communication platforms used to improve job performance chosen by respondents of the present study. The online communication platform Microsoft Teams have a frequency of 121 with 59.9%, Google Meet with a frequency of 34 and 16.8%, WhatsApp frequency of 20 and 9.9%, Telegram frequency of 2 and 1%, Slack frequency of 11 and 5.4%, Zoom frequency of 13 and 6.4% and lastly Skype frequency of 1 and 0.5%. Hence, it shows that the online communication platform Microsoft Teams is the most adequate to use and can improve job performance, while the online communication platform Skype was ranked the lowest.

Level of Communication Effectiveness during the Pandemic

Communication Effectiveness	Frequency	Percentage
High	30	14.9
Moderate	117	57.9
Low	55	27.2
Total	202	100

Table 4: Level of Communication Effectiveness

The study's findings show that the majority (57.9%) of employees working from home have a moderate level of communication effectiveness. While 27.2% have a low level of communication effectiveness. However, about (14.9%) of the employees working from home have a high level of communication effectiveness. Employees have moderate and low levels of communication effectiveness because they rarely have social or informal interaction with their colleagues, so the relationship bond is not strong. Building relationships and creating a sense of belonging can be achieved with informal communication. Employees connect with co-workers informally as friends or acquaintances, encouraging the growth and preservation of relationships (Holmes 2003 as cited in Viererbl et al., 2022).

Level of Job Performance Among Staff During the Pandemic

Job Performance	Frequency	Percentage
High	35	17.3
Moderate	142	70.3
Low	25	12.4
Total	202	100

Table 5: Level of Job Performance

The finding from Table 5 shows that the majority (70.3%) of employees working from home have a moderate level of job performance. While 17.3% have a high level of job performance, about 12.4% have low job performance. Employees working from home that have moderate and high levels of job performance are due to the convenience of working from home. According to Vyas and Butakhieo (2021), working at home will have its advantages, such as it will decrease commuting time, less use of office space, improved in terms of gender diversity, lowering absenteeism and turnover rate and productivity of work. Thus, these advantages may contribute to job performance among employees working from home.

Relationship between Communication Effectiveness and Job Performance during the Pandemic

Variable	Communication Effectiveness	
	r value	ρ value
Job Performance	0.87	.02

Table 6: Relationship between Communication Effectiveness and Job Performance

Findings from Table 6 show that there is a significant and strong relationship between communication effectiveness and job performance (r=0.87, ρ<0.01). In conclusion, there is a positive, strong, significant relationship between communication effectiveness and job performance among employees working from home. The communication process and flow in the organization must be efficient to maintain job performance among the staff.

This shows that employee performance can still increase regardless of any situation because employees know their job roles well in the organization. According to Raju et al. (2017), job design influences how an employee perceives their job performance, how they will accomplish it, their role on the job, and the keeping track of tasks that need to be accomplished within the time given. Hence, with that knowledge, employees can perform their job effectively.

Discussion

In brief, the COVID-19 pandemic has changed the working environment for employees as most organizations have shifted their work from office to home. These changes in the working environment will impact employees on certain factors, especially with the employee communication process. This is because communication is now being conducted online, compared to face-to-face communication. The study intends to study the effectiveness of online communication on job performance among employees working from home.

Using 202 survey responses, the data was collected and analysed using SPSS Software version 28. Variable and Pearson correlation analyses were tested using the data collected and presented in the descriptive and inferential analyses. It was found that respondents agree that working

from home will improve their work performance, but there is a significant negative relationship between communication effectiveness and job performance.

Finally, the research will shed light on how the changes of working from working at the office to working at home may or may not affect employees' job performance and how communication effectiveness using online communication plays its part in the study. As long as the COVID-19 outbreak continues, this will offer the possibility to further the study on employee performance and communication effectiveness under working-from-home arrangements.

Implication of Research

The study examines the effectiveness of online communication in job performance among employees working from home. The research findings discover the consequences of theoretical and practical contributions toward the working sectors. The details are discussed further below.

Theoretical Implication

The study was able to discover the level of online communication and job performance among employees working from home. This study also uses the Technology Acceptance Model 2 (TAM 2) which is perceived usefulness and perceived ease of use to discover how respondents perceive the utilization of online communication. The findings of these two variables may contribute to the knowledge of TAM models and online communication effectiveness. TAM 2 was used in this study as TAM 2 encapsulates the relationship between behavior and the anticipated result based on factors such as perceived ease of use and perceived usefulness which are represented from the research framework. TAM 2 also considers external and societal effects which are online communication and job performance. There is a restricted amount of research available that demonstrates how all aspects can be used in various domains of technology.

Based on the results, respondents agree that using online communication is flexible and can also improve their job performance at the same time. This could contribute to the study of the TAM Model with the use of technology among employees working from home. Future research can expand more of the study and focus on respondents working from home in specific departments. This study also focuses on

online communication use in general, however, future research could focus on specific online communication tools that an organization uses in order to evaluate if it is effective for use by the employees.

Practical Implication

Apart from the theoretical implication, the results of the study also will have an implication on its applicability and practicality towards organizations with working-from-home arrangements and government as discussed below:

Organizations with Working-from-Home Arrangements

In the view of organizations with working-from-home arrangements, the results of the study will be beneficial for organizations to understand more of the communication effectiveness of using online communication when working from home.

This study will also develop a more in-depth understanding of how these affect employee job performance. This is because organizations need to learn and understand how the new way of working will impact their employees, whether in terms of performance or communication. These two are important, especially in determining the organization's growth and productivity.

Government

This study will benefit relevant government agencies such as the Ministry of Human Resources and the Malaysian Communications and Multimedia Commission. These two government sectors play an essential role in mediating between employees and organizations. Laws and regulations implemented by the government will impact employees and organizations, so the government sector needs to have a deeper understanding of the working conditions of employees working from home. Various factors need to be considered and implemented for the convenience of employees and employers.

Therefore, the government should also push for organizations to consider their employees working from home as it could save a lot of factors such as energy, cost, and others. Based on the findings, online communication has also been seen to enhance the job performance of employees working from home. Therefore, it could be said that

communication can be done online, and work is still performed efficiently by employees.

Recommendations

To have more effective communication in an organization, especially among employees working from home. Firstly, management plays an important role in the communication process between employees and employers. Standardized communication practices such as regular or weekly meetings can be conducted for the whole team to enhance employee relationship bonds. This is because working from home will only restrict having conversations via the Internet so regularly using video conferencing can help enhance communication and relationship.

Next, the utilization of online communication tools is also crucial for working-from-home arrangements. It is the core tool that allows for communication, which also impacts job performance. So, determining the proper and effective communication tools is important as it will impact the organization at the same time. Employees need to be alert and know how to utilize the tools prepared by the organization. The organization may implement training or workshops that could improve the knowledge of their employee's utilization of online communication tools.

Moreover, communication when working from home is not the same as working physically at the office. This is because when working at the office, employees can quickly meet up coincidently and uncoincidentally with each other due to the same working space, and engagement or even small greetings might happen. Related to that, working from home could not happen as everyone is at a different location, and engagement may not be as wide as working at the office. Hence, it is encouraged that the top management of the organization should promote open communication from all levels of staff. This could also improve employee motivation and trust in each other. For instance, a small-scale company could organize a weekly sharing meeting to round off the week with what they have done and share their job achievement or difficulties.

Lastly, managers or top management of an organization need to always keep track of employees' performance and well-being when working from home. This is because when working from home, engagement with other colleagues is not as frequent and accessible compared to working at the office. Communication is an essential part of people's lives as it can create bonding and mutual trust and build relationships or motivation. So, managers and management play an important role in monitoring the

employees who work at home to ensure that they are aligned with the company goals and they manage to achieve their job tasks.

Acknowledgments

Author's Declaration

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