

# **The elements of effectiveness changes during ‘work from home’ implementation among Kolej Professional MARA Seri Iskandar Staff**

Nor Maizatul Akma binti Mohd Shariff  
*Universiti Sultan Azlan Shah (USAS)*

---

**ABSTRACT:** *The purpose of this study is to investigate the elements of change on working remotely implementation among Kolej Profesional MARA Seri Iskandar staff. Measurement of the feedbacks upon implementing work remotely which is initially being caused by the pandemic outbreak early year 2020 could bring a new paradigm to working environment among staff. In March 2020, KPMSI operation has been halted due to Movement Control Order (MCO) announced by the government. Students were being sent back to their hometown after stranded for almost one month while staff are required to continue working from home. In order to ensure that work remotely can be successfully done, a support from both staff and management is needed. Staff could be resistant toward the change at the beginning, but with a clear explanation regarding the vision of the change, excellent resources management which then could lead to a trust in their management and supervisor the changes would be a successful indeed. This study shall promote value-added to the effectiveness for development of staff attitudes and behaviour to organization change.*

**KEY WORD:** *organization change, effective change, work remotely, work from home, measurement of effectiveness*

---

Date of Submission: 20-02-2021

Date of Acceptance: 04-03-2021

---

## **I. INTRODUCTION**

Changes that happen during the pandemic has affected the whole world, the main issues and challenges is to ensure social distance among people especially when they are at the workplaces. Although the concept of working remotely has been done long before the outbreak of the pandemic in 2019, not all sectors are familiar with the concepts. There are certain sectors have truly been affected by the changes. Kolej Professional MARA Seri Iskandar (KPMSI) is an education sectors organization which is struggling with the change of working remotely, previously classes are being held mostly face to face. Most of the student stayed in the hostel that had been provided to them and only some of them rent houses nearby with their friends. Since March 2020, staff and student is being forced to attending or conducting online classes. Some of the lecturer did went for a short course on how to conduct a 21st century learning methods, but not all of them are familiar with the approaches. However, the skills and knowledge to conduct online classes and assessment did come naturally with the help from upper management and colleagues. The students also faced a difficulty when they are not equipped with a devices and internet connection when they are at their hometown. There are also cases where the students lost their momentum to concentrate on their studies because they are being ask by their guardian to participate with the household chores most of the time. According to (Dockery & Bawa, 2014) the common perspective of working remotely is that it could affect the quality of work as workers have had to become more flexible and to give up standard working arrangements and conditions for more unstable employment.

### **1.2 Research Objectives**

The objective of the research is to identify the elements of effective change on working remotely among KPMSI Staff.

### **1.3 Findings and Interpretation**

#### **Vision**

Modifications in education approaches begin by introducing the 21st Century Learning which has been used by most education sectors since before year 2018. Majlis Amanah Rakyat (MARA) had been encouraging their educators to implement 21st learning methods and embedded it into the subject syllabus. Who would have known that by the end of year 2019, the whole world is being forced to change so many ways including the approaches in teaching and learning process and operation management as well? Previously in KPMSI it is impossible to get the work done when the staff are not available in the office. Documents and forms are being kept in hardcopy and devices such as laptop is left behind at the office. Staff had not used cloud storage that

much. Even circulation for meetings is being printed and post at the notice board. In March 2020, everyone is being forced to stay at home due to the pandemic, a lot of work is held pending. The main reason KPMSI implement working remotely is:

- To ensure that there are no Covid-19 infections spread among KPMSI Staff.
- To maintain 30% of the staff attending the office and on the same day at the same time to obey the government directives.
- To ensure that the operation of the organization is still running even though the staff is at their home.

Explaining the vision of implementing work remotely is important. The management should never assume that the vision is well understood by their staff, because different people proceed based on their own perspectives, that is why there must be a clear vision which is clear enough to be understood and stated in a few sentences or less (Holloway & Carusi, 2015).

### **Planning**

At the first phase of the implementation that is around March 2020 till August 2020 all KPMSI staff is being asked to stay at their home and need to inform the management if they want to enter the offices. There are no problems occur to work remotely for lecturers, but it is different with administrator staff where they still need to be at the office to perform their work because they are not allowed to bring out confidential documents to their home. Begin in September 2020 till January 2021, management decided that rotation of 30% staff per day are required to attend to office, rotation schedule is being set by the head of department for each department. However, these actions had caused certain task to be on hold especially if the respectfully staff to perform the job is not available in the office at that time. Finally starting in February 2021 till March 2021 the management had decided that only the administration staff need to be in the office meanwhile all the lecturers are required to work remotely. Working remotely is the new reality for many organizations around the world, it seems that KPMSI staff at the beginning is not fully equipped to work from home. As time continue, KPMSI are finally embrace the paradigm shift. The management improve their approached and methods by looking back at their previous mistakes which had given impact in changing the team morale and work culture among KPMSI staff.

### **Resource Management**

Working remotely enables staff to maintain connectivity and operation continuity without sacrificing organization productivity or performance. This new paradigm shift has transformed the traditional workplace into a virtual workspace which had brought impact on organization communication and collaborations. MARA are aware that in order to make this happen, they need to provide all the necessary resources support and management to their staff and students. These are list of resources support that is been given by MARA in order to ensure all the staff and student is well equipped.

- Provide travel document to the staff that need to be in the office during MCO period,
- Subscribe a Microsoft teams' platform for staff and student so that it can used for learning and teaching process as well as others operation for example department meetings.
- Encourage staff to share digitize document, use digital signature, fully used OneDrive to share documents, use calendar to set online meeting via teams and attendance is being taken using live location in WhatsApp.

Continues training are also being done from time to time in order to help all the staff be more confident using the application in their daily work. Establishing a smooth file-sharing network encourage everyone to participate in feedback circles, creative brainstorm and cross-functional decision-making, which is essential for remote work collaboration.

### **Measurement of feedbacks working from home**

The measurement of the effectiveness of implementing work remotely can be seen by the willingness of all the staff to participate in alignment and visioning activities done by the management. Involvement from upper management to continue supporting the new norm and insert into consideration for staff that is unable to accommodate work remotely by allowing them to present to the office during working hours are also can be consider as a measurement of effectiveness. Awareness among the staff and management of the importance of ensuring that the operation is continue running while during the COVID-19 pandemic and they also need to be remind of the standard operation procedure outline that had been given by the government in order to control the pandemic outbreak while they are present in the office. Communication among staff and feedback from operation level are highly an important measurement of the effectiveness of implementing remotely. Positive feedback means that the management is doing the right decision meanwhile a negative feedback should be taken

as an opportunity to improve the existing decision. At the end, measurement of the effectiveness be an example which shall continue to be followed by others hence ensuring that new behaviours had become hard-wired.

## **II. CONCLUSION**

Organizational change is avoidable, it could be due to change of management structure, update in the technologies or even exchange of a new leader or manager. The new situation could cause the organization as well as the employee to become anxiety, stress or even a sense of uncertainty. Looking at the elements of effectiveness of change, it shown that it should begin with a clear vision of the change. After the vision had been mentioned and understand by all the staff, it then continues with planning the change. The plan should always be successful on the first try, as for example KPMSI had come up three different approach to implement the change. Each of the latest approach of planning done is an updated version from the previous done. While continue planning the change, management also required to ensure able to support the changes with resources management. The support given able to get rid of negative stigma occur during the resistance of change by the staff. Continues improvement need to be done by making a measurement of feedbacks of the changes. According to (Shah, 2014) a positive employee attitudes, beliefs and behaviour are likelihood to successful of organization change. As to relate with work remotely in KPMSI, it can be concluded that if the staff trust in their management and supervisor, they shall be prepared for organizational change.

## **BIBLIOGRAPHY**

- [1]. Dockery, A. M., & Bawa, S. (2014). Is Working from Home Good Work or Bad Work? *Australian Journal of Labour Economics*, 163-190.
- [2]. Holloway, M., & Carusi, D. (2015). *Organization Change Management for Dummies*. Hoboken, New Jersey: John Wiley & Sons, Inc.
- [3]. Shah, D. N. (2014). The Role of Employees' Trust in Management and Supervisors on Developing Attitudes and Behaviours for Organisational Change. *Research Gate*, Vol. 4, No. 8, 2014, 333-342.

Nor Maizatul Akma binti Mohd Shariff, "The elements of effectiveness changes during 'work from home' implementation among Kolej Professional MARA Seri Iskandar Staff." *International Journal of Business and Management Invention (IJBMI)*, vol. 10(03), 2021, pp. 51-53. Journal DOI- 10.35629/8028