

WORK FROM HOME AND ORGANIZATIONAL CULTURE ON INTERNAL SERVICE COORDINATION QUALITY

RAHMAT, A. K.^{1*} – IBRAHIM, I.² – AWANG, A.³ – ZULFAKAR, M. H.²

¹ *Malaysia Institute of Transport, Universiti Teknologi MARA (UiTM), Selangor, Malaysia.*

² *Faculty of Business and Management, Universiti Teknologi MARA (UiTM), Selangor, Malaysia.*

³ *Director Office, Akademi JPJ Malaysia, Melaka, Malaysia.*

**Corresponding author
e-mail: [abdulkhair\[at\]uitm.edu.my](mailto:abdulkhair[at]uitm.edu.my)*

(Received 20th June 2026; revised 01st August 2026; accepted 10th August 2026)

Abstract. The implementation of Work From Home (WFH) in Malaysian public sector organizations has significantly transformed administrative coordination, communication practices, and internal service delivery processes. While previous studies on remote working mainly focus on employee productivity, wellbeing, and work flexibility, limited attention has been given to how WFH affects internal service coordination quality within government agencies. This study examines the influence of operational quality, relational quality, and WFH effectiveness on internal service coordination quality among Malaysian government servants. The study also investigates the moderating role of organizational culture. A quantitative cross sectional survey design was employed, and data were analyzed using Partial Least Squares Structural Equation Modelling. The findings indicate that operational quality, relational quality, and WFH effectiveness significantly influence internal service coordination quality, with relational quality emerging as the strongest predictor. Organizational culture was also found to strengthen the relationships between operational quality, relational quality, and internal service coordination quality. The study contributes to public sector management and organizational literature by extending remote work research into the context of administrative coordination and service continuity within government institutions. The findings further provide practical insights for policymakers and public administrators in strengthening digital coordination systems, communication practices, and organizational readiness for sustainable remote work implementation in the Malaysian public sector.

Keywords: *work from home, internal service coordination quality, operational quality, relational quality, organizational culture*

Introduction

The COVID-19 pandemic compelled governments worldwide to restructure their work arrangements in ways that few policy frameworks had anticipated. In Malaysia, the government directed public sector agencies to implement Work From Home (WFH) arrangements through a series of circulars issued between 2020 and 2022, creating one of the largest and most abrupt shifts in public administration practices the country had seen. These directives altered not just where civil servants worked, but how they coordinated with colleagues, communicated across departments, and delivered internal services to one another within the same agency. Internal service coordination quality refers to the consistency, responsiveness, and reliability of administrative processes that connect different units, departments, and hierarchical levels within a single organization. In the public sector, this coordination underpins the delivery of citizen-facing services: when internal handoffs are delayed, when interdepartmental communication breaks down, or when procedural accountability weakens under remote

conditions, the downstream effect reaches the public. The quality of internal coordination is therefore not merely an operational concern; it is a governance concern.

Research on remote work has expanded rapidly since 2020, with particular attention to individual-level outcomes such as productivity, job satisfaction, and psychological wellbeing (Wang et al., 2021; Kniffin et al., 2021). Far less attention has been directed at organizational-level outcomes, particularly the quality of coordination processes that span multiple actors, roles, and information systems simultaneously. This gap is more acute in public sector settings, where coordination is governed by procedural rules, hierarchical communication chains, and formal accountability structures that may respond differently to remote arrangements than those found in private organizations. The Malaysian context offers a particularly instructive case. The Malaysian civil service employs over 1.6 million personnel, making it one of the largest public sector workforces in Southeast Asia relative to population. Its administrative culture has historically emphasized physical presence, face-to-face approval processes, and centralized decision-making. The sudden shift to WFH tested whether these structures could sustain internal coordination quality when physical proximity was removed.

This study addresses three related questions. First, to what extent do operational quality and relational quality influence internal service coordination quality among Malaysian government servants working from home? Second, does WFH effectiveness independently contribute to coordination quality outcomes? Third, does organizational culture moderate these relationships? By framing the investigation through the lens of service quality theory and organizational culture research, the study constructs a conceptual model that connects process-level and relationship-level antecedents of coordination quality to the broader cultural environment in which they operate. The study contributes to public administration research by producing empirical evidence on WFH and internal service quality in a non-Western public sector setting. It also responds to calls by scholars such as Gajendran and Harrison (2007) and Bailey and Kurland (2002) for more contextually situated, outcome-specific telework research. The findings are intended to assist Malaysian policymakers and agency heads in designing sustainable remote work policies that do not compromise the quality of internal government operations.

Sub-title/topic Literature review and theoretical framework

Work from home and public sector administration

Work From Home, also referred to as telework or remote work, describes an arrangement in which employees perform their duties from a location outside the conventional office, typically using digital tools and communication technology to remain connected to their organization (Bailey and Kurland, 2002). The concept predates the pandemic; Nilles (1988) introduced the term "telecommuting" in the 1970s as a strategy to reduce urban congestion. Subsequent decades saw episodic adoption in private sector knowledge work, though public sector uptake remained limited due to regulatory constraints and cultural resistance (Gajendran and Harrison, 2007). The pandemic removed these barriers by necessity. Studies conducted during and after the initial lockdown periods suggest that WFH delivered mixed results: some workers reported greater autonomy and reduced commuting stress, while others faced difficulties maintaining professional boundaries, managing household responsibilities, and staying aligned with team processes (Wang et al., 2021; Bloom et al., 2015). In public sector

contexts specifically, the literature suggests that role ambiguity and the absence of clear performance metrics under remote conditions created additional friction in inter-unit coordination (Kniffin et al., 2021). Within Malaysian federal agencies, the WFH experience exposed structural dependencies that had previously been invisible because physical co-location resolved them informally. When civil servants could no longer approach a colleague at the next desk or walk files to an approval officer, coordination tasks that had relied on physical proximity had to be reconstituted through digital channels. Whether this reconstitution was effective depended substantially on the quality of existing processes, the quality of professional relationships, and the maturity of the organizational culture.

Operational quality and internal service coordination

Operational quality, as applied to internal service processes, refers to the degree to which administrative procedures are standardized, responsive, and reliable in producing expected outputs. Drawing on the foundational service quality framework of Parasuraman et al. (1988), operational quality encompasses dimensions such as reliability of process execution, responsiveness of procedural inputs, and tangibility of workflow outputs. In a WFH setting, operational quality is expressed in how effectively digital systems, workflow tools, and standard operating procedures translate paper-based or physical processes into distributed execution. When operational quality is high, employees working remotely can access the information they need, submit and retrieve work outputs through standardized channels, and meet procedural obligations without relying on physical presence. Conversely, when operational quality is low, coordination breakdowns occur: approvals are delayed because the digital routing is unclear, information retrieval is inconsistent because data systems are not integrated, and accountability is diffuse because procedural handoffs lack documentation. Existing evidence from private sector studies supports a positive relationship between process quality and coordination outcomes in distributed teams (Golden and Veiga, 2005), though public sector evidence is comparatively sparse.

Relational quality and internal coordination

Relational quality captures the interpersonal dimension of service relationships, encompassing trust, satisfaction, and commitment between parties engaged in coordinated work (Roberts et al., 2003; Crosby et al., 1990). In organizational settings, high relational quality means that employees trust one another to follow through on commitments, feel confident in communicating uncertainties or problems, and maintain sufficient interpersonal credibility to resolve disagreements informally. These relational properties become especially critical in remote work environments, where the social cues and ambient information normally available in shared physical space are absent. The argument that relational quality matters more under remote conditions than under co-located ones is supported by evidence from distributed team research. Teams with high interpersonal trust demonstrate greater resilience when communication channels are disrupted, because members extend greater latitude to one another during delays and ambiguities (Gajendran and Harrison, 2007). In a public sector coordination context, where vertical and horizontal relationships both carry formal accountability implications, the quality of these relational bonds may be the most consequential

determinant of whether coordination continues to function when the physical office is removed.

WFH effectiveness and coordination outcomes

WFH effectiveness refers to a civil servant's perceived capacity to perform their job role adequately under a remote arrangement, encompassing self-management capability, access to suitable technology, and the adequacy of the home working environment. Wang et al. (2021) identify three conditions necessary for effective remote work: a supportive home environment, organizational support for remote work, and individual work design characteristics. When these conditions are met, WFH effectiveness contributes to both individual performance and team-level coordination quality by sustaining the reliability and responsiveness of each member's contribution. In Malaysian public sector contexts, WFH effectiveness faces additional constraints. Many civil servants live in multi-generational households where dedicated workspaces are not available, digital infrastructure is uneven across locations, and the organizational provision of remote work tools has varied considerably across agencies. Where WFH effectiveness is low, the cumulative effect on internal coordination quality is amplified, because each individual's reduced capacity propagates through the coordination chain.

Organizational culture as moderator

Organizational culture describes the shared assumptions, values, and behavioral norms that govern how members of an organization interpret situations and respond to them (Schein, 2010). Cameron and Quinn (2006) distinguish between cultures oriented toward internal processes and stability versus those oriented toward flexibility and external adaptation. In public sector organizations, culture tends toward the former: hierarchy, procedural compliance, and risk-aversion characterize the dominant orientation. However, organizational culture does not merely determine what an organization does; it shapes how effectively a given practice translates into outcomes. A culture that values communication transparency and collective accountability will amplify the positive effects of high operational quality and relational quality on coordination outcomes, because the cultural norms reinforce the behaviors that those qualities represent. Conversely, a culture that discourages cross-unit communication or penalizes procedural deviation will attenuate even technically strong operational systems. This moderating logic aligns with contingency perspectives in organizational behavior research and motivates the inclusion of organizational culture as a moderating variable in this study.

Conceptual framework and hypotheses

Building on the theoretical arguments above, this study proposes a conceptual framework in which operational quality, relational quality, and WFH effectiveness each directly influence internal service coordination quality, and in which organizational culture moderates the relationships from operational and relational quality to coordination quality. The framework generates five hypotheses:

H1: Operational quality positively influences internal service coordination quality among Malaysian civil servants working from home.

H2: Relational quality positively influences internal service coordination quality among Malaysian civil servants working from home.

H3: WFH effectiveness positively influences internal service coordination quality among Malaysian civil servants working from home.

H4: Organizational culture positively moderates the relationship between operational quality and internal service coordination quality.

H5: Organizational culture positively moderates the relationship between relational quality and internal service coordination quality.

Materials and Methods

This study employed a quantitative cross-sectional survey design. Cross-sectional designs are appropriate for testing theoretically derived relationships between latent constructs when the research objective is to establish covariance patterns rather than trace causal sequences over time (Hair et al., 2019). The target population comprised Malaysian federal civil servants who had engaged in WFH arrangements for a minimum of three consecutive months between 2020 and 2022, as reported in their agency's records. This criterion ensured that respondents had sufficient exposure to WFH practices to make informed assessments of coordination quality. A stratified random sampling procedure was applied across federal ministries in Putrajaya, with strata defined by ministry type to ensure representation across administrative, technical, and enforcement functions. A total of 320 questionnaires were distributed; 291 were returned, and 285 were retained after excluding responses with incomplete sections or systematic response patterns. This final sample size satisfies the minimum threshold for PLS-SEM recommended by Hair et al. (2019), which specifies that the sample should be at least ten times the maximum number of structural paths directed at any single construct.

All constructs were measured using five-item scales adapted from validated instruments in the existing literature. Internal Service Coordination Quality was adapted from service quality frameworks developed by Parasuraman et al. (1988) and subsequently refined for intra-organizational use. Operational Quality items drew on process reliability and responsiveness dimensions. Relational Quality items were adapted from Crosby et al. (1990) and Roberts et al. (2003), capturing trust, communication satisfaction, and interpersonal commitment. WFH Effectiveness was measured using items adapted from Wang et al. (2021), assessing self-management, technology adequacy, and environmental suitability. Organizational Culture was measured using items from the Competing Values Framework instrument developed by Cameron and Quinn (2006), reflecting internal process orientation and flexibility norms. Each item was scored on a five-point Likert scale anchored at 1 (Strongly Disagree) and 5 (Strongly Agree). The instrument was reviewed by three academic experts in public administration and organizational behavior before pilot testing with 30 civil servants who were subsequently excluded from the main study. Cronbach's alpha values from the pilot test ranged from 0.78 to 0.86, confirming acceptable internal consistency.

Partial Least Squares Structural Equation Modelling (PLS-SEM) was conducted using SmartPLS 4.0. PLS-SEM was selected over covariance-based SEM because the study's objectives are predictive rather than confirmatory, the constructs draw on adapted measures from multiple theoretical traditions, and the sample size is moderate (Hair et al., 2019). Analysis proceeded in two stages: the measurement model was

evaluated first for reliability and validity, followed by assessment of the structural model for path significance and explanatory power. Moderation was tested using the product indicator approach as specified by Henseler et al. (2015).

Results and Discussion

Demographic profile of respondents

The sample of 285 respondents comprised 53.3% female and 46.7% male civil servants. The majority held positions at Grade 41 to 52 (middle management and professional grades), accounting for 58.2% of the sample. By age, 41.4% of respondents were between 31 and 40 years old, 29.5% were between 41 and 50, and 19.6% were between 21 and 30 years of age. In terms of educational attainment, 67.4% held a bachelor's degree and 22.1% held a master's degree. The distribution reflects the educational and hierarchical composition of Malaysian federal civil service personnel at middle and senior professional grades. With respect to WFH experience, 44.2% of respondents had engaged in WFH arrangements for between six and twelve months, 31.6% for more than twelve months, and 24.2% for three to six months. This distribution confirms that the sample had sufficient practical exposure to WFH conditions to provide reliable assessments of coordination quality outcomes (*Table 1*).

Table 1. *Demographic profile of respondents (n = 285).*

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Female	152	53.3
	Male	133	46.7
Age Group	21 to 30 years	56	19.6
	31 to 40 years	118	41.4
	41 to 50 years	84	29.5
	51 years and above	27	9.5
Salary Grade	Grade 19 to 40	52	18.2
	Grade 41 to 52	166	58.2
	Grade 53 and above	67	23.5
WFH Duration	3 to 6 months	69	24.2
	6 to 12 months	126	44.2
	More than 12 months	90	31.6

Measurement model assessment

The measurement model was assessed for internal consistency reliability, convergent validity, and discriminant validity. *Table 2* presents the composite reliability (CR), average variance extracted (AVE), and Cronbach's alpha values for each construct. All composite reliability values exceeded the threshold of 0.80, and all AVE values surpassed 0.50, indicating adequate convergent validity (Hair et al., 2019). Cronbach's alpha values were consistently above 0.75, confirming internal consistency reliability. Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio criterion recommended by Henseler et al. (2015). All HTMT values fell below the conservative threshold of 0.85, confirming that each construct captured a distinct domain of variance not shared with other constructs in the model. Outer loadings for all items exceeded 0.70, and no item was flagged for low contribution or cross-loading above acceptable levels.

Table 2. Measurement model results.

Construct	Items	Cronbach's Alpha	CR	AVE
Operational Quality (OQ)	5	0.843	0.887	0.613
Relational Quality (RQ)	5	0.861	0.901	0.645
WFH Effectiveness (WE)	5	0.798	0.856	0.544
Organizational Culture (OC)	5	0.832	0.878	0.591
Internal Service Coordination Quality (ISCQ)	5	0.874	0.910	0.668

Structural model and hypothesis testing

The structural model was evaluated by examining path coefficients, t-statistics derived from 5,000 bootstrapping sub-samples, and the coefficient of determination (R^2) for the endogenous construct. Table 3 presents the results of direct path testing corresponding to Hypotheses 1 through 3. The R^2 value of 0.612 indicates that the three predictor constructs together explain 61.2% of the variance in internal service coordination quality, which represents substantial explanatory power for a social science context (Hair et al., 2019). Relational quality was the strongest predictor (beta = 0.387, $p < 0.001$), followed by operational quality (beta = 0.241, $p < 0.01$), and WFH effectiveness (beta = 0.198, $p < 0.01$). All three hypotheses were supported.

Table 3. Structural model results: Direct effects.

Hypothesis	Path	Beta (β)	t-value	p-value	Decision
H1	OQ $\rightarrow$ ISCQ	0.241	3.847	0.001	Supported
H2	RQ $\rightarrow$ ISCQ	0.387	6.219	<0.001	Supported
H3	WE $\rightarrow$ ISCQ	0.198	3.102	0.002	Supported

Note: R^2 for Internal Service Coordination Quality = 0.612; f^2 for RQ = 0.211 (large), OQ = 0.098 (medium), WE = 0.072 (medium).

Moderation analysis

Hypotheses 4 and 5 examined the moderating role of organizational culture on the relationships between operational quality and ISCQ (H4) and between relational quality and ISCQ (H5). The interaction terms were constructed using the product indicator approach. Table 4 presents the moderation results. Both moderation hypotheses were supported. Organizational culture significantly strengthened the positive relationship between operational quality and ISCQ (beta = 0.143, $p = 0.022$), and between relational quality and ISCQ (beta = 0.162, $p = 0.011$). These findings indicate that civil servants operating within organizations characterized by stronger collective values and clearer communication norms experience greater returns from both process quality and interpersonal quality when coordinating internally under WFH conditions.

Table 4. Moderation results: organizational culture as moderator.

Hypothesis	Interaction Path	Beta (β)	t-value	p-value	Decision
H4	OC $\times$ OQ $\rightarrow$ ISCQ	0.143	2.291	0.022	Supported
H5	OC $\times$ RQ $\rightarrow$ ISCQ	0.162	2.548	0.011	Supported

The finding that relational quality is the dominant predictor of internal service coordination quality deserves careful interpretation. In conventional public administration research, operational efficiency and procedural clarity tend to be foregrounded as the primary levers of coordination improvement. The present findings

suggest that, under remote conditions, interpersonal factors outweigh procedural ones. This is consistent with the broader telework literature: Gajendran and Harrison (2007) found that trust and communication quality among distributed team members had stronger effects on collaboration outcomes than did formal procedural supports alone. The explanation appears to lie in what relational quality provides that operational systems cannot. When civil servants trust their counterparts to follow through, they tolerate minor procedural delays without escalating them. They communicate uncertainty earlier, before it becomes a coordination failure. They extend interpretive generosity when a request is ambiguous, resolving it on their own rather than returning it for clarification. These informal coordination acts depend entirely on relational foundations, and in the absence of physical co-location, they become the primary mechanism through which coordination is maintained. Operational systems can define the formal workflow; they cannot substitute for the relational judgment calls that happen within and around that workflow.

The independent contribution of WFH effectiveness, while smaller than relational quality, is nonetheless substantively meaningful. The finding aligns with Wang et al. (2021), who demonstrate that individual-level WFH conditions directly shape performance outcomes, and extends this logic to team-level coordination. Civil servants who struggle with inadequate workspaces, unreliable internet, or difficulties managing household interruptions are less able to respond promptly and consistently to coordination demands, regardless of the quality of the processes or relationships surrounding them. This has practical implications for agencies considering permanent hybrid arrangements: the infrastructure conditions of remote work matter not only for individual wellbeing but for organizational coordination. The moderating effect of organizational culture on both operational and relational quality relationships confirms that cultural context is not a background condition but an active amplifier. Organizations with cultures that support transparent communication, collective responsibility, and adaptive problem-solving appear better positioned to leverage both process quality and relationship quality under WFH conditions. This finding corroborates Schein's (2010) foundational argument that culture determines the conditions under which structural interventions succeed or fail, and extends it to a public sector WFH setting where culture has rarely been examined as a moderating variable.

Malaysian public sector agencies are typically characterized by hierarchical cultures that prize procedural compliance and deference to authority. This cultural orientation has historically supported coordination in face-to-face environments, where proximity enables informal verification of compliance. Under WFH conditions, this same orientation may reduce the willingness of civil servants to resolve coordination ambiguities autonomously, because doing so feels like overstepping hierarchical authority. Agencies that had cultivated greater cultural flexibility before the pandemic thus appear to have had a structural advantage in sustaining coordination quality during WFH implementation. One structural limitation of this study is its cross-sectional design, which precludes causal inference. The path coefficients establish covariance relationships under the theoretical specification, but they cannot confirm the direction of effects with the same certainty that a longitudinal study would permit. It is plausible, for instance, that civil servants who experience higher coordination quality also perceive their relational and operational environments more favorably, introducing some degree

of bidirectional influence. Future studies should incorporate longitudinal or experimental designs to address this ambiguity.

Conclusion

When

This study set out to examine how operational quality, relational quality, and WFH effectiveness shape internal service coordination quality among Malaysian civil servants, and to determine whether organizational culture amplifies these relationships. The findings confirm all five hypotheses. Among the direct predictors, relational quality carries the greatest weight, which points to a straightforward but often overlooked conclusion: sustaining coordination quality under remote work conditions depends more on the health of professional relationships than on the sophistication of operational systems. Processes define the work; relationships keep it moving when circumstances are uncertain or when formal channels are slow. For Malaysian public sector administrators, the practical implication is that investments in relational capacity building should accompany, and in some cases precede, investments in digital workflow systems. Training programs that develop interpersonal communication skills, trust-building practices, and constructive feedback cultures are not soft skills initiatives peripheral to administrative effectiveness; under WFH conditions they are core operational assets. Similarly, agencies should assess the effectiveness of individual WFH conditions as a precondition for coordination quality, rather than assuming that the formal mandate to work from home automatically produces the conditions for effective remote coordination.

The moderating role of organizational culture points toward a structural priority. Agencies seeking to normalize hybrid or remote work arrangements should invest in cultural diagnostics that identify the extent to which existing cultural norms support or suppress the kinds of autonomous, communicative, and adaptive behaviors that WFH coordination requires. Where the culture is strongly hierarchical, leadership will need to create deliberate structural spaces for bottom-up coordination initiative. Future research should replicate this framework in other ASEAN public sector contexts to assess whether the primacy of relational quality is a generalizable finding or specific to the Malaysian civil service experience. Studies that examine the same relationships over multiple time periods would clarify whether relational quality and coordination quality reinforce each other in a reciprocal loop, or whether the directional effect observed here is stable across varying WFH conditions. Research that compares agencies with different levels of digital maturity would also strengthen the policy relevance of findings on WFH effectiveness.

Acknowledgement

This research is self-funded. The authors thank the respondents from the federal civil service agencies in Putrajaya for their participation and cooperation in the data collection process.

Conflict of interest

The authors confirm that there is no conflict of interest with any parties in this research study.

REFERENCES

- [1] Bailey, D.E., Kurland, N.B. (2002): A review of telework research: Findings, new directions, and lessons for the study of modern work. – *Journal of Organizational Behavior* 23(4): 383-400.
- [2] Bloom, N., Liang, J., Roberts, J., Ying, Z.J. (2015): Does working from home work? Evidence from a Chinese experiment. – *Quarterly Journal of Economics* 130(1): 165-218.
- [3] Cameron, K.S., Quinn, R.E. (2006): *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Revised ed. – Jossey-Bass, San Francisco 242p.
- [4] Crosby, L.A., Evans, K.R., Cowles, D. (1990): Relationship quality in services selling: An interpersonal influence perspective. – *Journal of Marketing* 54(3): 68-81.
- [5] Gajendran, R.S., Harrison, D.A. (2007): The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. – *Journal of Applied Psychology* 92(6): 1524-1541.
- [6] Golden, T.D., Veiga, J.F. (2005): The impact of extent of telecommuting on job satisfaction: Resolving inconsistent findings. – *Journal of Management* 31(2): 301-318.
- [7] Hair, J.F., Risher, J.J., Sarstedt, M., Ringle, C.M. (2019): When to use and how to report results of PLS-SEM. – *European Business Review* 31(1): 2-24.
- [8] Henseler, J., Ringle, C.M., Sarstedt, M. (2015): A new criterion for assessing discriminant validity in variance-based structural equation modeling. – *Journal of the Academy of Marketing Science* 43(1): 115-135.
- [9] Kniffin, K.M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S.P., Bakker, A.B., Bamberger, P., Bapuji, H., Bhawe, D.P., Choi, V.K., Creary, S.J., Demerouti, E., Flynn, F.J., Gelfand, M.J., Greer, L.L., Johns, G., Kesebir, S., Klein, P.G., Lee, S.Y., Reiter-Palmon, R. (2021): COVID-19 and the workplace: Implications, issues, and insights for future research and action. – *American Psychologist* 76(1): 63-77.
- [10] Nilles, J.M. (1988): Traffic reduction by telecommuting: A status review and selected bibliography. – *Transportation Research Part A: General* 22(4): 301-317.
- [11] Parasuraman, A., Zeithaml, V.A., Berry, L.L. (1988): SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. – *Journal of Retailing* 64(1): 12-40.
- [12] Roberts, K., Varki, S., Brodie, R. (2003): Measuring the quality of relationships in consumer services: An empirical study. – *European Journal of Marketing* 37(1/2): 169-196.
- [13] Schein, E.H. (2010): *Organizational Culture and Leadership*. 4th ed. – Jossey-Bass, San Francisco 464p.
- [14] Wang, B., Liu, Y., Qian, J., Parker, S.K. (2021): Achieving effective remote working during the COVID-19 pandemic: A work design perspective. – *Applied Psychology: An International Review* 70(1): 16-59.