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Transformation of Organisational Management in the Malaysia Framework of MADANI: An Analysis of Digital Communication Strategies and New Work Culture

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Abstract: This study aims to analyse organisational management transformation within the framework of Malaysia MADANI by focusing on digital communication strategies and new work culture in Malaysia corporate sector. Malaysia MADANI emphasises values such as well-being, sustainability, inclusivity, and innovation that are relevant in the changing work landscape due to digitalisation and hybrid work practices. This study used a qualitative approach through the Focus Group Discussion (FGD) method involving organisational managers, professional workers, and organisational communication experts. FGD participants are purposively selected from a variety of industries, including services, technology, and the public sector, to gain a comprehensive perspective on organisational management change. The FGD discussion focused on (1) how organisations integrate the principles of Malaysia MADANI in their digital communication strategies, (2) how new work cultures (e.g. flexible working and digitalisation) affect the relationship between employees and management, and (3) the challenges faced in maintaining the values of MADANI in the era of digital transformation. The findings of the study show that organisations that successfully integrate the values of MADANI in their digital communications tend to have a more inclusive, responsive, and innovative work culture. In addition, the effective use of digital communication platforms is seen to increase employee engagement, strengthen the relationship between employees and management, and promote more transparent governance. This study is expected to contribute to a strategic understanding of how the values of MADANI can strengthen organisational communication in the face of the changing work landscape in Malaysia.

Keywords: Malaysia MADANI; organisational management transformation; digital communication; new work culture

Introduction

When inaugurating the Guidelines for the Management and Governance of Federal Statutory Bodies in August 2024, Prime Minister, Dato Seri Anwar Ibrahim emphasised that in the MADANI Government, governance and governance issues are highly important. He stressed that good governance and efficiency in implementation form the foundation of an organisation's credibility, highlighting that excellence in performance (itqan fil amal) should be an aspiration from top to bottom in every public body (Anwar Ibrahim, Guidelines Launch Ceremony, Kuala Lumpur). In the spirit of the MADANI Government, Anwar Ibrahim stressed that the Cabinet must accept criticism with an open heart and take action to improve its performance based on feedback from academics and civil servants. This reminder was conveyed at the MADANI

Government Settlement 2025, which emphasises synergy, reform, and openness in government (Anwar Ibrahim, MADANI Government Settlement 2025)

In recent years, the Malaysian government has introduced Malaysia MADANI concept aimed at strengthening good governance, sustainability, well-being, innovation, respect, confidence, and courtesy (Ab Rahim & Besar, 2024; Anwar Ibrahim, 2023; Besar, 2023). As a new national governance framework following Keluarga Malaysia, MADANI also highlights the need for transformation in both the public and private sectors through strategic communicative practices (PMO, 2023). In this context, the transformation of organisational communication, particularly through digital platforms, is viewed as a key pillar to ensure that MADANI values are translated into practical and effective management practices.

Although national speeches and policy directions indicate strong support for MADANI, empirical research on how these values are implemented within organisational communication remains limited. Current literature largely discusses MADANI at the conceptual or policy level, focusing on political narratives, leadership ideals or societal aspirations. However, very few studies explore how organisations in Malaysia apply MADANI principles in their daily communication routines, especially within the shifting landscape of hybrid work, digitalisation and new workplace expectations. Research that captures employees' experiences, perceptions and challenges in embedding MADANI values through digital communication is also scarce. This gap indicates a need for organisational level analysis that moves beyond policy statements and instead focuses on real practices, constraints and opportunities within Malaysian workplaces. Therefore, this study aims to address this gap by examining how digital communication strategies are used to support and strengthen a new work culture that aligns with the aspirations of Malaysia MADANI.

A study by Mohammed and Samat (2024) explains how MADANI values can be applied through digital strategic communication within organisations. The authors highlight that organisational leaders who adopt a transformational leadership approach play a dual role as participants and as connectors between the government and the people through the use of digital platforms. In the context of Malaysia MADANI, this approach is important as it emphasises values that shape ethical, inclusive and value-based communication. The work of Mohan (2025) provides an analysis of how the MADANI value framework, particularly respect, inclusiveness and trust, can strengthen organisational communication to empower women in leadership roles. Mohan (2025) also shows that women leaders who utilise digital communication channels can serve as effective role models, strengthening a work culture that promotes diversity and equal opportunities in line with national aspirations which is for 30 percent of women to hold management or board positions by 2025 (Siti Nur Amini, 2023; Tan, 2025). The objectives of this study are as follows. First, to analyse the integration of MADANI values in the organisation's digital communication strategy. Second, to identify the impact of the new work culture on organisational communication and governance. Third, to identify the challenges and opportunities in implementing management transformation in line with the MADANI framework. This approach is important for identifying elements of strategic communication that have a positive influence on work culture, particularly in the post pandemic environment characterised by hybrid working and rapid digitalisation. Openness in communication within hybrid organisations is increasingly recognised as a factor that strengthens employee engagement and confidence in management decisions (Bai & Vahedian, 2023).

Literature Review

The organisational management landscape in Malaysia is shifting from a traditional bureaucratic model to a more inclusive and data-driven digital governance. The Malaysia MADANI initiative, which emphasises well-being, sustainability, inclusivity and innovation, provides a value-based framework that guides this transition and directly shapes digital communication strategies as well as emerging work cultures (Ministry of Economy, 2023). In the 2024 Public Service Prime Mandate (APPA), the Prime Minister emphasised the need for a work culture grounded in integrity, financial responsibility and the effective use of technology in the public service. Civil servants are encouraged to accelerate the digitalisation of processes, minimise bureaucracy, and integrate MADANI values into their daily responsibilities (Prime Minister's Office of Malaysia, 2024).

The transformation of public sector organisations is guided by policy documents such as the Malaysian Digital Economy Blueprint (MyDIGITAL, 2021) and the Public Sector Digitalisation Strategic Plan (PSPSA)

2021–2025, which emphasise digital literacy, system integration, and cybersecurity (MAMPU, 2021; National Digital Department, 2021). The management of the organisation is also strengthened by the National Anti-Corruption Strategy (NACS) 2024–2028, which demands a culture of integrity and openness in the public sector. The NACS mandates the implementation of an organisational anti-corruption plan in each agency (OACP) as well as controlling conflicts of interest (MACC, 2024).

The Mid-Term Review of the Twelfth Malaysian Plan (2021–2025) outlines the priorities of strengthening digital governance, accelerating data integration, and ensuring more efficient service delivery through the use of analytics (Economic Planning Unit, 2023). In terms of work culture, the COVID-19 pandemic introduced new norms such as working from home (BDR) and flexible working hours (WBF). Success factors include role clarity, technology support, and trust-based leadership (Universiti Kebangsaan Malaysia, 2021; Public Service Department of Malaysia, 2022). Digital communication strategies are now a key pillar in the transformation process of public sector organisations in Malaysia. Through initiatives such as 1GovUC/MyGovUC, civil servants can connect, exchange information, and conduct virtual meetings more effectively without having to rely entirely on physical interactions. The platform's capabilities not only improve internal communication efficiency, but also accelerate decision-making process and implementation of government policies. A MAMPU study (2021) shows that the use of Unified Communication and Collaboration (UCC) can reduce operational costs, strengthen productivity, and promote a work culture that is more responsive to changes in the environment.

In addition, the use of MyGovCloud@PDSA (Public Data Service Agency) allows government data to be managed in a more systematic, secure, and user-friendly manner. The application of this cloud technology strengthens the agency's ability to share data, avoid duplication of systems, and facilitate integration between various public service platforms. With big data analytics capabilities, government agencies are able to make predictions, plan more accurate policy interventions, and increase the level of transparency in the delivery of information to the people. Research by Adam et al. (2022) found that the use of cloud technology increases the effectiveness of information systems and supports evidence-based governance. However, the success of this digital communication strategy depends on the level of acceptance and ability of civil servants to adapt to new technologies. Digital literacy gaps, cybersecurity issues, as well as infrastructure constraints in some agencies remain major challenges. Therefore, investments in continuous training, strengthening of data security policies, and system improvements need to be implemented so that digital communications truly become a catalyst for organisational transformation within the framework of Malaysia MADANI.

This is in line with the goals of the Public Sector Digitalisation Strategic Plan (PSPSA) 2021–2025, which emphasises the need to strengthen digital culture among civil servants in order to achieve the country's digitalisation agenda (National Digital Department, 2021). To control reputational and data security risks, agencies are guided by Public Sector ICT Policies and Guidelines as well as ICT ethics documents, including the use of social media by civil servants (MAMPU, 2020; JPA, 2023). Academic research shows that government ministries and agencies use social media, specifically Twitter/X, for information dissemination and crisis management. A study by Hamidi et al. (2021) found that government digital communication during the pandemic increased inclusivity and two-way interaction. Other studies have shown that process digitization improves the efficiency of public services, yet its success depends on effective process redesign, employee training, and performance monitoring (Adam et al., 2022).

The Public Service Human Resource Development Policy (DPSM, 2022) emphasizes continuous learning, digital skills, and change leadership, to ensure that civil servants are able to support the transformation of MADANI (Public Service Department of Malaysia, 2022). The development of digital infrastructure through the PSPSA and MAMPU's mandate demands data governance, cybersecurity, as well as a cross-agency integration architecture to support digital identity and analytics adoption (MAMPU, 2021). Among the key challenges identified include organisational silos, differing levels of digital preparedness between agencies, skills gaps, as well as cyber risks. The 12MP document acknowledges these challenges and outlines strategies to strengthen system interoperability (Economic Planning Unit, 2023).

MADANI's principles—well-being, courtesy, respect, trust, and innovation—are translated into organisational communication through information openness and inclusive bilateral dialogue. MADANI Economics emphasizes institutional reform and transparency as the principles of legitimacy (Ministry of Economy, 2023). Organisations that successfully mainstream MADANI's values in digital communication show a more inclusive and innovative work culture. Employer–employee relationships are closer, while governance has become more transparent due to the use of digital platforms that promote participation and accountability (Hamidi et al., 2021; Adam et al., 2022).

Methodology
This study employed a qualitative descriptive approach to capture an in-depth understanding of the integration of Malaysia MADANI values in digital communication strategies, the implication of new work cultures, and the challenges of management transformation. Qualitative descriptive designs are well-suited for exploring complex organisational phenomena in natural contexts and generating rich narrative insights (Creswell, 2014).

1. Research Design
The research was structured around Focus Group Discussion (FGD), selected for their ability to foster dynamic interaction and allow participants to co-construct meaning (Krueger & Casey, 2015). Unlike in-depth interviews, FGDs stimulate discussion and reveal collective norms, contested views, and emerging ideas (Morgan, 1997). Four FGD sessions were conducted, involving 35 participants across diverse sectors to ensure a broad spectrum of perspectives: 1) Civil servants in management roles (n=9), 2) Private sector executives/managers (n=10), 3) General public user of digital media (n=8), and Community leaders and NGO representatives (n=8). This purposive sampling approach (Ahmad & Wilkins, 2024; Patton, 2015) was guided by three criteria: (i) experience in organisational or community management, (ii) director exposure to digital communication practices, and (iii) familiarity with or application of MADANI values.

2. Data Collection Method
Data were collected through structured FGD guidelines that were built in parallel with the study objectives. The guide aims to ensure that each session focuses on the integration of MADANI values, a new work culture, as well as challenges and opportunities in management transformation. FGD sessions are conducted face-to-face and online to enable audio-recording and non-verbal observations that are important in organisational communication analysis (Guest, Namey, & Mitchell, 2017). In addition to audio recordings, field notes are taken to capture gestures, tone of voice, and group dynamics during discussions. This is important for understanding the context of data interpretation (Emerson, Fretz, & Shaw, 2011). The study used purposeful sampling that allowed researchers to select participants based on their expertise and experience in digital communication, work culture, and MADANI values (Patton, 2015). Participants included 35 people from four groups: public officials at the management level, private contract teachers, ordinary community members, and community leaders. This selection ensures a diversity of viewpoints and representative concepts of the study. Selection criteria include experience in management, exposure to digital communication strategies, and knowledge of MADANI's values. This helps ensure that all relevant perspectives are absorbed in the data analysis (Patton, 2015).

3. Study Participants
This study adheres to research ethics procedures such as obtaining informed consent from participants, guaranteeing identity confidentiality, and ensuring participants' right to be free to withdraw without any implications. Audio recordings and field notes are stored in secure storage with limited access to key researchers. Data de-identification is made at the analysis stage to guarantee confidentiality.

FGD Group	Participant Categories	Number of Participants	Selection Criteria
FGD 1 (FTF)	Civil Servant (Management)	9 people	Management officers in government agencies; Experienced in internal communications, ICT, and policing
FGD 2 (OLINE)	Private Sector Workers	10 people	Executives, managers, or supervisors in the corporate sector; Engage in the use of work technology
FGD 3 (FTF)	General Public	8 people	Ordinary citizens of various backgrounds; Digital Media Users and Recipients of Basic Communication
FGD 4 (FTF)	Community Leaders and NGOs	8 people	Community leaders, NGO representatives, local activists; have been involved in the delivery of public information

4. Data Analysis

The methodology of this study is comprehensive and systematic, combining FGD qualitative approaches, purposeful sampling, and thematic analysis. The design is in line with the objectives of the study which seeks to explore the integration of MADANI values in organisational communication, the implications of the new work culture, as well as the challenges and opportunities in management transformation. This approach ensures rich, credible, and contextually meaningful data that reflects the Malaysian setting and the realities of MADANI's digital age.

The data were analysed using Thematic Analysis following the six phases proposed by Braun and Clarke (2021): familiarisation with the data, generation of initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. First, the audio recordings were transcribed verbatim and read repeatedly to enable the identification of communicative patterns and contextual meanings, which is consistent with recommendations for rigorous qualitative analysis (Braun & Clarke, 2021). Next, initial codes were generated to capture meaningful segments of the data. These codes reflected issues such as "transparency in communication", "well-being of work culture", and "resistance to digital change". Related codes were then clustered to form preliminary themes. For example, codes related to MADANI values were grouped to form the theme "Integration of ethical values in digital communication". The themes were then reviewed to ensure coherence, consistency, and alignment with the dataset. This review process involved checking the accuracy of interpretation and is supported by qualitative validation practices by Nowell et al. (2017).

Each final theme was clearly defined, named, and linked back to the study obectives. Examples of these themes include "Inclusive communication management" and "Technology challenges and digital opportunities". The study also applied triangulation techniques which involved the use of multiple data sources (FGDs from four participant groups), different forms of data (audio recordings and field notes), and theoretical perspectives (MADANI literature, organisational communication theory, and external empirical studies). This multi-layered triangulation strengthens the credibility and dependability of the findings, as recommended by Denzin (2012). In addition, member checking was conducted by sharing summary interpretations with several participants to confirm the accuracy of the findings. This process enhanced the trustworthiness of the study by ensuring that the interpretations genuinely reflected participants' experiences, in line with the criteria established by Lincoln and Guba (1985).

The Findings and Discussions

The findings of this study are organised to the three research objectives: (1) integrating Malaysia MADANI values in organisational digital communication strategies, (2) understanding how new work cultures reshape employee management relationships, and (3) identifying challenges in sustaining MADANI principles amid digital transformation. Themes were developed through iterative coding and refined through thematic analysis. Participant quotations are included to preserve voice and contextual nuance.

1. Integration of MADANI Values in Digital Communication

Analysis revealed five themes that explain how organisations embed MADANI values – inclusivity, transparency, innovation, bilateral engagement, and ethical communication, into digital communication practices. Together, these themes illustrate a shift from hierarchical and procedural communication norms to more participatory and value-oriented practices, in line with contemporary scholarships on internal communication and digital leadership (Men & Bowen, 2017; Avolio & Kahai, 2003). Furthermore, these findings are strongly aligned with MyDIGITAL (2021), PSPSA 2021–2025, and public sector ICT guidelines, signalling that Malaysian organisations particularly government agencies, are operationalising MADANI values through digital channels.

Inclusivity in Organisational Communication

Digital platforms were consistently described as tools that "open up space" for all staff, regardless of rank or location, to participate in organisational communication. Employees appreciated that internal apps, portals, and messaging systems enabled them to contribute viewpoints previously limited by hierarchy or geography:

> *"We use an open digital platform so that all staff, including those in small branches, can have a voice."*
>
> (Participant A, Public Sector)

Another highlighted:
> *"The internal communication application makes it easier for field staff to give feedback, no need to wait for official meetings."*
>
> (Participant C, Services)

This aligns with the MADANI principle of *ihsan* (care) and the emphasis on inclusivity in the Malaysia MADANI Framework (Ministry of Economy, 2023). It also reflects findings by Hamidi et al. (2021), who observed that digital communication increases participation and inclusiveness, especially in public sector settings. Recent studies further confirm that inclusive internal communication improves employee engagement and trust (Bao et al., 2020; Lauren, 2023). Thus, digital platforms function as enablers of value-based communication, broadening participation and democratising organisational dialogue.

Information Transparency

Transparency in information sharing was another recurring theme. Organisational representatives emphasised that official policies and announcements were uploaded n internal portals or disseminated through email to ensure universal access. This practice reduced reliance on hierarchical channels and minimised the risk of information distortion – core dimensions identified in organisational communication literature (Welch, 2012). A technology sector respondent noted:

> *"Each new policy is uploaded to the organisation's portal so that staff can access it without the need for hierarchy."*
>
> (Participant B, Technology)

Another indicated:

> *"Official emails are used to announce all important decisions so that there is no information gap."*
>
> (Participant E, Public)

Transparency is a core MADANI principle (amanah – trustworthiness) and is reinforced through national policies such as NACS 2024–2028 and OACP guidelines that emphasise open information sharing. Literature also shows that transparent communication strengthens organisational trust, reduces uncertainty, and improves accountability (Subre, 2023; Bao et al., 2020). The results clearly indicate that organisations which prioritise transparency benefit from improved trust and smoother information flow across levels.

Innovation In Information Delivery
Beyond traditional memos, organisations increasingly employed infographics, videos, and virtual townhalls to make information more engaging and accessible. This approach was seen to enhance employees' comprehension of complex policies and encourage active engagement.

> *"We no longer just send official memos. Now use digital infographics and short videos in the internal portal so that employees can better understand the new policy."*
>
> (Participant F, Public)

> *"The management of creating a virtual 'townhall' with live chat integration. So we can ask questions at that time, we don't have to wait for an official meeting."*
>
> (Participant E, Technology)

This reflects digital transformation goals outlined in MyDIGITAL (2021) and PSPSA (2021–2025), which encourage public sector organisations to adopt creative digital formats for clearer communication. Research confirms that multimedia formats increase comprehension and engagement (Wuersch et al., 2024), and that innovative communication strengthens employee connection to organisational goals (Lauren, 2023).

Bilateral Engagement
A further theme was bilateral engagement, which signalled a shift from one-way to two-way communication. Several participants explained that organisations provided digital chat rooms and forums for staff to raise concerns or contribute ideas directly to management. As one participant described:

> *"There is an official chat room on the intranet, staff can ask questions directly to the management."*
>
> (Participant G, Services)

> *"We do a monthly digital forum, staff can suggest ideas directly to the general manager."*
>
> (Participant H, Technology)

This supports the MADANI value of mutual respect and corresponds with Hamidi et al. (2021) who found that Malaysian government ministries used digital platforms effectively for two-way interaction during the pandemic. It also echoes recent internal communication studies which emphasise dialogic, symmetrical communication as essential for trust and engagement.

Ethics and Values in Digital Communication
Finally, ethics and digital norms emerged as a necessary balancing factor. While digital platforms enhanced openness, organisations stressed the importance of maintaining courtesy and professionalism online.

> *"We remind staff to avoid abusive messages on WhatsApp at work."*
>
> (Participant J, Public)

> *"Companies have guidelines for digital communication ethics, emphasizing good manners."*
>
> (Participant I, Private)

This emphasis illustrates the recognition that technological efficiency must be accompanied by ethical responsibility to preserve trust and civility. Overall, the findings show that the integration of Malaysia MADANI principles in digital communications has succeeded in creating a more inclusive, transparent, innovative, interactive, and ethical organisational atmosphere. This approach not only strengthens internal communication, but also increases employee involvement in the decision-making process. The findings of the study for Objective 1 show that the integration of Malaysia MADANI values in digital communication emphasizes three key aspects, namely access to information inclusiveness, transparency of two-way communication, and innovation in information delivery. MADANI's value-based digital communication

strategy has changed the paradigm of organisational management from a rigid hierarchical system to a more open, responsive, and employee-friendly system. This not only increases the level of employee engagement, but also strengthens the relationship between employees and management within the framework of well-being, courtesy, and respect endorsed by Malaysia MADANI.

2. How The New Work Culture Affects The Employee–Management Relationship
The second objective focused on how digitalisation and flexible work arrangements reshaped the dynamics between employees and management. Five themes were identified: flexibility and trust, direct digital contact, hybrid collaboration, challenges to work-life balance, and shifts in leadership style. These findings reflect global shifts in workplace culture documented post-pandemic (Waizenegger et al., 2020).

Flexibility Increases Trust
Flexible work culture has transformed the relationship between employees and management. Employees feel more valued when given the freedom to manage working time, while management sees increased productivity when there is a two-way trust.

> *"When given the flexibility to work from home, I feel more confident and more enthusiastic about completing tasks."*
>
> (Participant L, Private)

> *"We find that staff are more focused when given flexibility, so the relationship with management becomes more positive."*
>
> (Participant K, Public)

These experiences are consistent with national studies showing that flexible and digitally supported work arrangements promote autonomy, motivation, and mutual trust between employees and management (Universiti Kebangsaan Malaysia, 2021; Public Service Department of Malaysia, 2022; MAMPU, 2021).

More Open Relationships Through Digital Communication
The use of digital communication platforms reduces the gap between employees and management. Discussions can be made directly through digital channels without complicated protocols, thus creating a more open working atmosphere.

> *"Previously, I wanted to meet the chief, it took time, now I can continue to message on the official application."*
> (Participant N, Technology)

> *"Management is easier to contact because they themselves are active in the organisation's digital communication channels."*
>
> (Participant M, Public)

This aligns with MAMPU (2021), which reported that Unified Communication tools reduce bureaucratic barriers. The findings also reflect Malaysian organisational culture where hierarchical gaps can be significant; digital tools help reduce these gaps, fostering the MADANI principle of courtesy and mutual respect.

Strengthening Collaboration Through Hybrid Work
Hybrid work encourages more dynamic collaboration between employees and management. Virtual meetings and collaborative platforms allow tasks to be completed faster, even if employees are in different locations.

> *"We use a collaborative app to create projects, so everyone including managers can see the progress live."*
> (Participant P, Private)

"Hybrid work makes staff more courageous to give ideas because digital platforms are more comfortable to discuss."

(Participant O, Technology)

PSPSA (2021–2025) emphasises collaborative digital tools to support efficient service delivery. Adam et al. (2022) also highlight how technology strengthens coordination. Your findings show that hybrid work not only enhances productivity but encourages idea-sharing and active participation.

The Challenge of Work-Life Balance
While flexibility is considered positive, there are also challenges in maintaining a work-life balance. Some employees find it difficult to separate work hours because digital communication takes place without a time limit.

"Sometimes work messages come in at night, it's hard to separate family time."

(Participant Q, Public)

"When working from home, there is always a tendency to work overtime unconsciously."

(Participant R, Private)

This is a widely documented issue in remote work literature (Waizenegger et al., 2020; Rohwer et al., 2024), and UKM (2021) identified similar challenges in Malaysia. Such pressures challenge the MADANI value of well-being.

Leadership Style Change
The new work culture also demands a shift in leadership styles that are more inclusive, adaptive, and digital-friendly. Leaders now need to demonstrate empathy, openness, as well as the ability to manage employees virtually.

"The management is now friendlier, they always check in online to ask about the staff."

(Participant S, Technology)

"Our leadership has changed, listening more to the views of the staff than just giving directions."

(Participant T, Public)

This aligns with APPA (2024), which calls for empathetic leadership, and with international findings that digital work settings require leaders to be more communicative and supportive (Rohwer et al., 2024). In conclusion, a new work culture based on flexibility and digitalisation is transforming the employee–management relationship from hierarchical control to a relationship based on trust and performance accountability. This increases employee cooperation and motivation, in addition to demanding management to be clearer, transparent, and results-oriented in communication.

3. The Challenge of Maintaining MADANI's Values in The Era Of Digital Transformation
The third objective explored the challenges faced by organisations in maintaining MADANI values amid rapid digitalisation. The findings reveal five major concerns: the digital divide, data security, inconsistent application of MADANI values, adaptation pressures, and digital ethics.

Digital Divide Risk
Digital transformation poses the challenge of the technology gap between highly skilled workers and those who are still less digitally literate. This could undermine the principle of inclusivity emphasised by the MADANI framework.

"There are senior staff who find it difficult to follow the new application, so they feel marginalized."
(Participant U, Public)

"If there is no specific training, it is difficult to ensure that all employees can keep up with the digital change."
(Participant V, Private)

This challenge threatens the inclusivity principle central to the MADANI framework.

Data Security and Privacy Issues
Digital communications involving organisational and employee data require strong security controls. Failure to manage this aspect can threaten trust and go against MADANI's integrity values.

"We are concerned about the personal data of staff when using third-party applications."
(Participant W, Private)

"The organisation has provided a privacy policy, but it is a big challenge when there is a cyber threat."
(Participant X, Public)

Consistency in The Application of MADANI Values
Another challenge was the inconsistency in applying MADANI values. Not all organisations are able to maintain consistency in implementing MADANI's values such as fairness, integrity, and equity in digital communications. Some only practice on the surface without a comprehensive strategy.

"Sometimes the values that are advertised don't align with the actual implementation."
(Participant Y, Technology)

"The government has announced the principle of inclusivity, but there are still staff who feel that they are not involved."
(Participant Z, Public)

Adaptation Pressure to Change
The rapid digital transformation has left some employees and managers under pressure to adapt quickly. This stress can affect productivity as well as morale if not handled properly.

"Every month there is a new application, I feel burdened to learn again."
(AA Participant, Public)

"Administrators sometimes make mistakes with new technologies, but they have to adapt quickly."
(BB Participant, Private)

Maintaining Ethics in Digital Communication
Finally, the digital age requires clear guidelines to ensure that organisational communication remains ethical, courteous, and respectful of all parties. Without these controls, digital communication can become a space for conflict and misunderstanding.

"We remind staff to avoid abusive messages on WhatsApp at work."
(CC Participant, Public)

"Companies have guidelines for digital communication ethics, emphasizing good manners."
(DD Participant, Private)

Overall, the main challenge in maintaining MADANI's values in the digital era is to ensure a balance between technology and human values. Organisations need to close the digital literacy gap, strengthen data security, and at the same time maintain a culture based on respect, courtesy, and integrity. Only then can digital transformation take place without sacrificing the core values of Malaysia MADANI.

The initial findings of this study are that organisations in Malaysia are increasingly inclined to integrate the values of Malaysia MADANI into their digital communications, particularly to strengthen the relationship between management and employees. This can be seen through the use of digital platforms that are more inclusive, interactive, and responsive in conveying organisational messages, which in turn increases employee trust in management). The use of this technology is expected to facilitate the understanding of MADANI values such as respect, courtesy, and employee well-being, by providing an open and more employee-friendly communication channel.

These findings are also show that organisational leaders play an important role in fostering MADANI values through a more empathetic and transformational approach to strategic communication. Additionally, the study find that a new work culture that emphasizes work flexibility and the use of digital technologies has had a positive impact on organisational communication. With the introduction of policies such as flexible work arrangements (FWAs) and digital-first strategies, employees have the opportunity to better balance their work and personal lives. In this context, digital technologies are not only used to convey organisational information but also become a tool to build stronger collaboration between employees and management. This study will hopefully show that digitalization not only increases organisational productivity but also reduces digital stress when combined with inclusive and ethical communication policies.

In terms of challenges, the study show that organisations may face several obstacles in their efforts to integrate the values of MADANI into their digital communications. Challenges such as an organisation's inability to manage nomophobia (fear of being separated from smartphones), high digital pressures, as well as constraints in fostering communication ethics are expected to emerge as critical issues. These challenges will require organisations to develop clearer communication policies and strengthen digital ethics among employees and managers to ensure that MADANI values can be effectively translated into the context of digital work. Finally, this study is expected to provide practical recommendations that organisations can use in formulating their digital communication strategies in line with the values of Malaysia MADANI.

These include recommendations on the use of more user-friendly digital platforms, more effective two-way communication strategies, as well as an emphasis on ethical communication training for all levels of the organisation. This study is expected to contribute to the development of more sustainable and inclusive organisational communication models, which not only support organisational transformation but also improve the overall well-being of employees. In anticipation of these findings, this study has the potential to become an important reference for policymakers, organisational managers, and researchers in the field of organisational communication and transformation management.

Conclusion

This study examines communication strategies, how the new work culture reshapes employee–management relationships, and the challenges organisations face in sustaining MADANI principles amid digital transformation. The findings reveal that organisations which embed MADANI values into their communication practices have successfully created more inclusive, transparent, and participatory organisational cultures. Digital platforms were not only used to disseminate information but also to democratise communication, strengthen engagement, and uphold courtesy and professionalism in interactions. The results further demonstrate that the shift towards flexible and hybrid work arrangements has redefined employee–management relations, moving from hierarchical control to trust-based accountability. While this transformation encouraged collaboration and improved accessibility to leadership, it also presented new challenges around work–life balance and digital fatigue. Leaders who were able to adapt empathetic, inclusive, and digitally literate practices emerged as more effective in guiding employees through these changes. At the same time, the study highlights the tensions and challenges in sustaining MADANI values in the digital era.

Digital literacy gaps, cybersecurity threats, superficial adoption of values, and adaptation fatigue emerged as barriers to embedding MADANI into everyday practice. These challenges underscore the need for a balanced approach that integrates technological innovation with continuous training, ethical guidelines, and empathetic leadership. From a theoretical standpoint, this study contributes to the literature on organisational communication and management transformation by positioning MADANI values as a normative framework that can guide digital practices in Malaysian organisations. It illustrates how governance values, traditionally associated with policy, can be translated into everyday communication practices that shape organisational culture. Practically, the study offers lessons for managers and practitioners. To sustain trust and inclusivity, organisations must adopt digital platforms that promote two-way interaction, safeguard employee well-being by setting boundaries around digital communication, and ensure that communication ethics are explicitly embedded in policy and practice. For policymakers, the findings suggest that Malaysia MADANI can only achieve its transformative potential if organisations are supported with resources for digital training, cybersecurity infrastructure, and leadership development that emphasises empathy and inclusivity.

Finally, the study opens several avenues for future research. Comparative studies across sectors could explore how different organisational contexts influence the integration of MADANI values. Longitudinal studies would provide insight into how digital practices evolve over time, especially as technologies and work cultures continue to shift. Further research could also examine the role of younger generations, particularly Gen Z, in shaping and challenging MADANI-based communication practices in digital workplaces. In conclusion, the study affirms that digital transformation, when guided by the values of Malaysia MADANI, can strengthen organisational communication and work culture. However, this potential will only be realised through deliberate efforts to balance efficiency with ethics, inclusivity with digital readiness, and innovation with human well-being.

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