

English at Workplace: A Quantitative Report on Communication Apprehension Among Malaysian Employees

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Abstract

Oral communication had been regarded as one of the important elements especially in Malaysian workplace context and the use of English language had been deemed to be the necessary requirement for employees. Based on series of literature review, only a few studies had been done toward examining communication apprehension issue using English within Malaysian workplace context. With the aim of investigating English oral communication apprehension among Malaysian employees, the study adopted quantitative approach and use PRCA-24 as the main instruments to 352 respondents. From PRCA-24, four communicative events were measured which group discussion, meeting, conversation and public were speaking. Overall, Malaysian employees recorded a moderate level of CA using English at workplace. In addition, government employees are more apprehensive compare to their counterpart. Both private and government employees recorded higher level of CA during public speaking and meeting. In relation to demographic variables, gender, job sector and highest education levels were found to be significant in influencing level of CA among Malaysian employees whilst both age and years of service were not. The study inferred some important findings that could help in understanding English communication apprehension at workplace and Malaysian employers (private and government) need to consider continuous professional development to further enhancement English communication competency of their employees resulting in lowering CA level

Keywords: *Communication Apprehension, Malaysian employees, English for Specific Purpose, English competency*

Introduction

In a simplified way, oral communication can be defined as an activity that involve using oral speech to communicate to the other persons. Within the context of English as second language here in Malaysia, the ability to use English language in oral communication have always been deemed to be very significant. Much attention has been put toward the importance of mastering English oral communication ability for Malaysian undergraduate before they enter workplace sector. Despite its ever-increasing significance in workplace and academic setting, most second language learners still consider speaking using English language as the most daunting skill to master.

Taking into the perspective of workplace communication, having good oral communication skills using English language is one the ways to become a successful employee. Indeed, the skill is regarded to be an additional advantage for employees (Moslehifar & Ibrahim, 2012). In addition, speaking or oral communication skills need to be highlighted as the most important skills compared to other language skills as these skills is the most focused upon by employer (Kassim & Ali, 2010). Hence, is pertinent for employees to master oral communication or speaking skills in English whether it is for ESL or EFL contexts. However, Jusoh et al. (2018) mentioned that for many English learners, speaking skill is the most daunting skill to be developed and

mastered. One possible reason behind this is due to lack of proficiency in speaking skills wherein speakers concern their image might be tarnished in front of other individual consequently their language self-worth (Brown, 2001). The feeling of anxiety in communication can be described as communication apprehension. Communication apprehension (CA) is a term related to “individuals fear or anxiety that are linked with actual or anticipated communication with another person’s” (McCroskey & McCroskey, 1988, p.40).

In this era of globalization where most Malaysian organization either private or government sector embrace, the need for English language is increasingly higher than before. Mastery of English language communication in the workplace context help toward employee to optimize the use of latest technology in which most of today’s advance technology uses English language as an operating medium language. In addition to that, having good command of English communication skill enable employees as well as employer to have a good interpersonal relationship based on the effective communication skill. Thus, employers and employees need to have good ability to communicate in English (Putra et al., 2022). By experiencing apprehensive in using English language at workplace, individuals might encounter problem to communicate effectively affecting the organisation overall productivity.

Prior researches delve into individuals’ apprehension or anxiety especially in the context of second language acquisition among secondary students (Bastida Jr. & Yapo, 2019; Jones & Procopio, 2017) and tertiary students (Kimberley et al., 2020; Razawi et al., 2015; Zulkifli, 2007). On the contrary, only a few scholars probed CA among professionals within workplace context especially in Malaysia (Abdullah, 2014; Jassim, 2020; Jusoh et al., 2018; Mat Husin & Khamis, 2021).

To that end, this paper explores communication apprehension on English language usage at workplace among Malaysian employees. Based on that objective, the following research questions were formulated:

1. What are the CA levels among Malaysian employees?
2. Do Malaysian private and government employees differ in term of CA level?
3. What effect do demographic variables such as gender, age, years of service, and education level have on the level of CA among Malaysian employees?

Literature Review

Oral Communication Apprehension

James C. McCroskey (1997) had introduced the CA concept in which sources of CA are on a scale consisting four kind of CA which are ‘Trait-like CA, Context-Based CA, Audience-Based CA and Situational CA’. Trait-like CA is being defined by McCroskey (1997) as a type of CA that “is relatively enduring, personality-type orientation toward a given mode of communication across a wide variety of context”. In other word, Trait-

like CA is associated with the ‘personality of an individual and is variables hardly change over time’

(Rasakumaran & Indra Devi, 2017). A personality of an individual seldom change over the period of time if they did not receive any treatment or intervention thus their level of CA will stay the same. The different measurement tools which examine the level of anxiety based on the type of CA produced similar scores without any treatment given (McCroskey, 1997).

Over the years, out of the four types of CA, Trait-like CA had been studied the most (Rimkeeratikul, 2018). Following that course, the current study also concentrates toward examining Trait-like based CA in which the scores of staff toward different communicative events in workplace which are group discussion, interpersonal conversation, meetings and public speaking.

Related Studies on Communication Apprehension

Following a series of studies carried out dissecting CA in a workplace setting, experts found interesting relationship between CA level of individuals and variables in workplace context. Winiecki & Ayres (1999) revealed that individuals with high level of CA did not score well in the job interview and this suggested that those with high level of CA had fewer chances in promotion compared to those with lower CA level. Moreover, individuals with high CA were perceived to be less productive compared to others, less likely to hold higher position, scored low level in job satisfaction and their superior or supervisor tend to have lower expectation (Winiecki & Ayres, 1999). Based on this, it is very significant to explore whether people that are apprehensive to communicate with other people able to work longer in an organization or they had developed some coping strategies to adapt with certain situations.

Despite several reviews in the literature that examined CA level, only a few studies have discussed the CA issue within Malaysian context especially within workplace. Focusing on the years of service variable with CA levels, Kakepoto et al. (2013) conducted a study to examine the CA among engineers in Pakistan who had minimum of five years working experience. The study which use observation as the main instruments, found out that CA levels greatly influence staff job performance as engineers with higher level of CA tend to have low level of confident, showed poor body language and exhibited anxiety in their oral presentation performance (Kakepoto et al., 2013).

Using 268 pharmacy undergraduate students as respondents, a study by Khan et al. (2009) revealed that female produced higher level of CA compared to male. Beside gender, the study proved that race, age and year of study were significant factors that can linked with CA (Khan et al., 2009).

Another study carried out by Loureiro et al. (2020) found out that female respondents from Portugal recorded high level of CA in all dimension of oral communication. This study used PRCA-24 for oral CA and Daly -Miller Writing Apprehension Test (DMWA) for written CA as it's' research instrument. Also, it was found out that female score the highest in the meeting dimension and lowest in group talking.

A study which used PRCA-24 was conducted by Jusoh et al. (2018) which aimed to examine the categories of oral communication apprehension among administrative officers and differences between level of CA with gender and length of service. The study aimed toward 150 officers from different department in a Malaysia public university. The findings were consistent with earlier study by Abdullah (2014) in which majority of non-academic or administrative staff recorded low level of CA when using English at their workplace. The study also found out that female showed higher apprehension score compared to male staffs and those staff who served in workplace less than 5 years recorded the lowest CA level compared to other staff.

As most researches done on CA being conducted in classroom contexts among secondary and tertiary students, there is scarcity of research in relation toward exploring CA in a government sector. Only a few studies (Abdullah, 2014; Jusoh et al., 2018; Mat Husin & Khamis, 2021) had been conducted out focusing on CA among Malaysian employees thus this study hopes to fill gaps in the research.

Methodology

The purpose of this study is to investigate Malaysian employee's communication apprehension using English language at workplace. The study use quantitative method in providing answers to the research questions because this method can yield results that can be replicate and generalize to the whole sets of population (Daniel, 2016). Based on the sampling, research objectives and data gathered from this study, the results can reflect toward wider population of employees. Also, due to the flexibility of using quantitative approach, future research can replicate the instrument, procedures or data analysis procedure from this study using different population or scope yet still produce the same results or data interpretation.

This study adopted convenience sampling in which a total of 353 respondent took part in the survey. The reason behind selecting convenience sampling is that, this type of sampling is easy to use and required less cost to collect data from respondents. In addition to that, the scope of the study is Malaysian employees in which the total number of populations would be enormous thus it would be problematic to collect the right number of respondents according to the other sampling technique. The selection of convenience sampling in this study was based on the availability of Malaysian employees to take part as respondents. 353 respondents voluntarily agreed to take part in this study.

Survey questionnaire was used as the main instrument in this study. The survey adapted the PRCA-24 (Jusoh et al., 2018; McCroskey, 1984) with additional items added to provide answer to the research questions. The survey had 29 items divided into 2 section: section A was on respondents' demographic information; section B was on respondents' feeling toward English communication at workplace also known as PRCA-24. The survey employed a 5-point Likert scale ranging from Strongly Agree to Strongly Disagree.

The item in the survey achieved the alpha value of 0.973 for all the 24 items which is considered to be high level in term of internal consistency (George & Mallery, 2003). The survey questionnaire was adapted from Jusoh et al. (2018)’s study in which their study’s share similar objective of exploring English communication apprehension in workplace setting. However, the current study expanded the scope toward larger sampling and broader context in which the earlier study only focussing toward public university administrative staff.

To collect data from respondents, the survey was circulated via Google email and WhatsApp platform using Google Form. The study employed convenience sampling in which the researcher circulated as much as possible survey to Malaysian private and government employees. After three week, 353 respondents completed the survey and all the answered were stored in Google Drive platform. The data were then analysed and presented in term of their frequency and percentage. Due to some uneven distribution in ‘Highest education background’ categories in which initially there were six categories but then were combined into four categories. Due to similar uneven distribution of respondents, ‘Years of Service’ categories were combined into four from five.

Descriptive and inferential statistics in the form of comparing frequency, mean scores, standard deviation, t-tests and one-way ANOVA as well as multiple linear were employed to examine the current study population concerning gender, level of education, year of service, job sectors and age. Furthermore, the CA level scores calculations were based on the guidelines by McCroskey & McCroskey (1988). PRCA sub-score calculation for each communicative event is detailed in the following table. The overall CA score is a sum of all the communicative event scores.

Table 1. Calculation of PRCA Sub Scores for the Four Workplace Communicative Events

Communicative Events	PRCA Sub Scores Calculations
Group Discussion	$18 - [\sum \text{scores (item 2 + 4 + 6) + (item 1 + 3 + 5)}]$
Meetings	$18 - [\sum \text{scores (item 8 + 9 + 12) + (item 7 + 10 + 11)}]$
Daily Conversation	$18 - [\sum \text{scores (item 14 +16 +17) + (item 13 + 15 + 18)}]$
Public Speaking	$18 - [\sum \text{scores (item 19 + 21 + 23) + (item 20 + 22 + 24)}]$
Overall CA level	Group Discussion + Meetings + Conversation + Public Speaking

As depicted in Table 1, the PRCA score for each of the four communicative events (i.e., group discussion, meetings, conversation, and public speaking) can range from a minimum of six to the highest of 30. If a score for an event is above 18, it indicates some degree of CA. For the overall CA score, the range is between 24 to 120. If the score is above 80, the individual has a high level of CA.

Table 2. Level of CA Categories based on PRCA Scores

Communicative Events	CA Levels		
	Low	Moderate	High
Group Discussion	1 – 11	12 - 19	20 and above
Meetings	1 – 13	14 - 19	20 and above
Daily Conversation	1 – 11	12 - 17	18 and above
Public Speaking	1 – 14	15 - 23	24 and above
Overall CA	1 – 50	51 - 80	81 and above

Table 3. Respondents' Demographic Information

Profile	Category	Frequency	Percentage
Gender	Male	155	44
	Female	198	56
Age	21 until 29	34	9.6
	30 until 39	245	69.4
	40 until 49	48	13.6
	50 and above	26	7.4
Years of Service	0 to 5	52	14.7
	6 to 10	134	38
	11 to 15	145	41.1
	16 and above	22	6.2
Highest Education Background	PMR /SPM	54	15.3
	STAM/STPM/Diploma	76	21.5
	Bachelor	181	51.3
	Master / PhD	42	11.9
Job Sector	Private	48	13.6
	Government	305	86.4

In table 3, most of respondents are female employees ($n = 198$) whilst male respondents are 155. In term of age of respondents, most respondents are in the group of 30 until 39 years old ($n = 245$) followed by 40 until 49 years old ($n = 48$), 21 until 29 ($n = 34$) and lastly 50 years old and above only 26 (7.4 percent). 145 respondents are in the group of 11 to 15 years of service, followed by 6 to 10 years ($n = 134$), 0 to 5 years ($n = 52$) and only 22 respondents have 16 years and above in relations toward years of service. With reference to respondent's highest education background, most respondents hold Bachelor degree ($n = 181$), followed by STAM/STPM/Diploma ($n = 76$), PMR / SPM ($n = 54$) and only 42 of them hold Master or PhD degree. Concerning job sectors, most respondents are in government sectors ($n = 305$) whilst only 48 of respondents worked in private sectors.

Findings & Discussion

Malaysian Employees CA Levels

Table 4 showed the overall CA scores of respondents along with the CA scores according to each communicative setting. Result showed that Malaysian employees ($n = 353$) experienced a moderate level of CA with

mean score of 65.58. In relation to communicative events, Malaysian employees showed some degree of apprehension for public speaking context with mean score of 18.41, the highest among the four events. They also indicate they felt apprehensive in using English to communicate during meeting (M = 18.28) followed by conversation events (M = 17.41). The lowest score was recorded in group discussion (M = 11.48).

Table 4. Respondents' CA scores

Category	Mean	SD
Overall CA Score	65.58	18.51
Group Discussion Sub Score	11.48	3.70
Meeting Sub Score	18.28	5.42
Conversation Sub Score	17.41	5.41
Public Speaking Sub Score	18.41	5.29

From the finding, respondents experienced a moderate level of CA. The finding is in line with study carried out by Jusoh et al. (2018) who found out that most university administrative staff experience moderate level of apprehension. Similarly, Mat Husin & Khamis (2022) revealed that majority of Malaysian university administrative support staff did not felt apprehensive to communicate using English language at the workplace. Possible explanation that can be derived from this finding is that, most Malaysian employees are equip with the necessary English language communication skill. Hence, they are not afraid or felt anxious in using English at the workplace. Most Malaysian employers require their employees to have basic up until intermediate level in term of English competency before entering the workforce.

Comparing Malaysian Private and Government Employees CA Levels

An independent sample t-test was performed to compare overall CA score between private and government employees in using English language at workplace. The result showed that there are statistical differences in CA scores between private (M = 55.96) and government (M = 67.10), $t(55.58) = -3.21, p = .002$.

Table 5. CA Mean Score based on Job sectors

Job Sector	Mean	SD
Private	55.96	23.06
Government	67.10	17.25

Table 6. T-test results for CA score between Job Sectors

	F	Sig.	t	df	Sig. (2-tailed)
CA Score	13.56	.000	-3.96	351	.000
			-3.21	55.58	.002

In term of four communicative setting (meeting, public speaking, conversation and group discussion), table below showed that private employees scored the highest mean in Public Speaking (M=16.5) whilst

government employees scored the highest during Meeting ($M = 18.72$). Both private ($M = 9.80$) and government ($M = 11.74$) employees scored the lowest in Group Discussion.

Table 7. CA Means Score between Private and Government for Communicative events

Communicative Events	Private	Government
Group Discussion	9.80	11.74
Meeting	15.5	18.72
Conversation	14.17	17.92
Public Speaking	16.5	18.71

From the second research question, comparing Malaysian private and government employees in levels of CA, findings showed that government employees scored higher CA level which indicated they are more apprehensive in using English language at the workplace compared to private employees. One possible explanation that can be derived from this was that in the government sectors, the use of Malay language as the official and formal language is more extensive compared to the use of English language. In relation to the comparison between private and government Malaysian employees' level of CA within the four communicative setting (meeting, public speaking, conversation and group discussion), private employees indicated they felt more apprehensive in using English language in giving public speaking.

In contrast, government employees felt most apprehensive during meeting. Both private and government employees felt less apprehensive in using English language during group discussion. Jusoh et al. (2018) studies on CA level in a Malaysian public university produced similar results which stated that Malaysian public university administrative staff felt most apprehensive during meeting. Meeting in the context of Malaysian government workplace often involve small or large people with different job grades, gender and year of service. This context can be quite intimidating to them especially using English language to communicate as they experience fear of evaluation on how they pronounce and use English words or phrases.

Demographic Variables (Gender, Age, Years of Service, Education Background and Job Sectors)

To approach whether gender, job sector, years of service, education background and age can affect the overall CA scores among Malaysian employees at workplace, a multiple linear regression analysis was conducted to evaluate the prediction of overall CA scores from gender, job sector, years of service, education background and age. A significant regression equation was found ($F(5,347) = 10.561, p < .000$), with an R^2 of .132. Respondents predicted overall CA scores is equal to $66.557 + 5.405$ (Gender) + 8.155 (Job Sector) – 5.264 (Highest Education Background) - $.729$ (Years of Service) – 2.886 (Age). Gender, job sector and highest education background were significant predictors of respondent's overall CA score ($p < .005$) however, both age and years of service were not statistically significant toward predicting respondents' overall CA score.

Table 8. Effect of Demographic variables on Malaysian Employees CA levels

Independent Variables	Coefficient
Gender	5.41 (1.90) *
Age respondents	-2.89 (1.77)
Job Sectors	8.16 (2.82) *
Years of Service	-0.73 (1.49)
Highest Education level	-5.26 (1.11) *
Constant	66.56

R² = 0.13
 F-ratio = 10.56
 n = 352

* p < 0.05

Gender

Table 9 showed that female Malaysian employees are more apprehensive (M = 68.48) compared to male (M = 61.88). Both genders recorded moderate level of CA. An independent samples t-test was conducted to compare the CA scores between male and female Malaysian employees. There was a significant difference in the scores for male and female, $t(351) = -3.371, p = 0.001$.

Table 9. CA mean score between genders

Gender	Mean	SD
Male	61.88	17.42
Female	68.48	18.86

Age

Table 11 showed that respondent in the age of 30 until 39 scored higher mean (M = 66.78) which suggested that they are more apprehensive compare to other groups. Respondents in the age of 50 and above score the lowest mean (M=61.46) followed by 40 until 49 (M=62.52) and those in the age of 21 until 29 score 64.44. A one-way ANOVA was performed to compare the effect of age towards overall CA scores of respondents (Table 12). The results revealed that there was not a statistically significant difference in overall CA score between at least two groups ($F(3,349) = 1.26, p = .290$).

Table 10. CA score based on age

Age (years)	Mean	SD
21 until 29	64.44	19.62
30 until 39	66.78	18.29
40 until 49	62.52	16.97
50 and above	61.46	21.39

Table 11. ANOVA results between respondents' age groups

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1286.864	3	428.96	1.255	.290
Within Groups	119322.921	349	341.90		

Years of Service

Table below showed that respondents who have work 6 to 10 years in service scored higher mean ($M = 66.75$) which suggested that they are more apprehensive compare to other groups. Those in the group of 11 to 15 years in service scored mean ($M=65.72$) followed by those who just have 5 years and below ($M=65.23$) and lastly, those who have 16 years and above experience scored the lowest mean ($M = 58.36$). A one-way ANOVA was performed to compare year of service effects towards overall CA scores of respondents. The results revealed that there was not a statistically significant difference in overall CA score between at least two groups ($F(3,349) = 1.31, p = .272$).

Table 12. CA mean score based on Years of service

Years of Service	Mean	SD
0 to 5	65.23	21.58
6 to 10	66.75	16.31
11 to 15	65.72	17.83
16 and above	58.36	26.17

Table 13. ANOVA results on Years of service groups

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1339.624	3	446.541	1.307	.272
Within Groups	119270.160	349	341.748		

Highest Education Levels

Table 15 showed that respondents who have PMR or SPM as their highest education level scored higher mean ($M = 72.00$) which suggested that they are more apprehensive compare to other groups. Followed by those who have STAM/STPM/Diploma ($M = 71.38$), those who have bachelor degree ($M = 63.29$) and lastly, those who have Master or PhD scored the lowest ($M = 56.71$). A one-way ANOVA was performed to compare highest education levels effects towards overall CA scores of respondents. The results revealed that there a statistically significant difference in overall CA score between at least two groups ($F(3,349) = 9.42, p < 0.01$).

Table 14. CA mean scores based on Highest Education levels

Highest Education level	Mean	SD
PMR / SPM	72.00	12.19
STAM / STPM / DIPLOMA	71.38	16.45
BACHELOR	63.29	18.027
MASTER / PHD	56.71	24.65

Table 15. ANOVA results between highest education levels groups

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9031.798	3	3010.599	9.417	.000
Within Groups	111577.986	349	319.708		

Tukey's HSD Test for multiple comparisons found that mean of CA scores was not significantly different between respondents who have PMR/SPM and STAM/STPM/Diploma ($p = 0.997, 95\% \text{ C.I} = [- 7.60,$

8.83]). There was statistically significant difference in mean of overall CA score between PMR/SPM and Bachelor holders ($p = 0.01$) or between PMR/SPM holders and Master/PhD holders ($p < 0.01$).

Table 16. Tukey HSD Test results for highest education level groups

Highest Education Levels	Highest Education Levels	Sig.	95% Confidence Interval	
			Lower Bound	Upper Bound
PMR / SPM	STAM / STPM / DIPLOMA	.997	-7.60	8.83
	BACHELOR	.010	1.55	15.86
	MASTER / PHD	.000	5.79	24.78
STAM / STPM / DIPLOMA	PMR / SPM	.997	-8.83	7.60
	BACHELOR	.006	1.78	14.40
	MASTER / PHD	.000	5.79	23.54
BACHELOR	PMR / SPM	.010	-15.86	-1.55
	STAM / STPM / DIPLOMA	.006	-14.40	-1.78
	MASTER / PHD	.140	-1.33	14.48
MASTER / PHD	PMR / SPM	.000	-24.78	-5.79
	STAM / STPM / DIPLOMA	.000	-23.54	-5.79
	BACHELOR	.140	-14.48	1.33

The last research question concerned on the effect of demographic variables such as gender, age, years of service, and education levels have on the CA level among Malaysian employees at the workplace. Results from the tests surmised that gender, job sector and highest education background can be use as significant predictors toward CA levels of Malaysian employees. However, both age and years of service could not be treated as significant predictors in employees CA levels.

In relation to that, finding suggested that female Malaysian employees experience higher level of apprehensive in using English compare to male. This is corroborate with findings from several studies (Batiha et al., 2016; Loureiro et al., 2020; Rafek et al., 2014; Zulkifli, 2007) had recorded that female are more apprehensive using English language in communication. One possible reason behind this would be that due to the local social norms of Malaysia especially Malay women who are shy and talk less in front of other people or with the opposite gender.

An interesting finding was found in which respondents in the age of 50 and above are the less apprehensive compare to other age groups. Additionally, respondents who have work 16 years in service and above are the least apprehensive compare to other groups. This finding is similar with (Nantanawanich, 2017) who claimed that those employees with more than 15 years of working experience had lower CA level. Those who are older and have longer working experience are more confident to use English language in any sorts of communicative events thus reflecting in the lower CA level compare to those who have less years of working and younger.

Based on the results, respondents who have PMR or SPM as their highest education levels are more apprehensive compare to other groups. This suggested that those employees who have tertiary education are more confident to use English and less apprehensive at workplace to communicate. In relation to that, (Molnar Universiti Teknologi MARA, Vol. 6, No. 4, 2022

& Crnjak, 2019) concluded that respondents with higher education (undergraduates and post graduate) have no significant difference in speaking apprehension compare to those who did not have higher education qualifications. Higher education equips Malaysian individuals to have better communication skills especially in using English language within the workplace context. Those who did not have higher education background would feel inferior and this affecting their confidence to talk with others and resulting in higher level of apprehension.

Conclusion

A number of interesting findings can be inferred from this study. The results revealed that Malaysian employees experienced a moderate level of English oral communication apprehension. Thus, it is likely that Malaysian employees were not greatly affected by the feeling of fear or anxious in using English language at workplace setting. In addition to that, comparing private and government employees, private employees are less apprehensive and both group of employees indicated that they are more apprehensive within the public speaking and meeting communicative events. Findings also suggested that workplace variables such as gender, age, years of service and level of education produced mixed results. Female employees and those who only have secondary education background are more apprehensive. Also, individuals who is younger and have less years of service are more apprehensive compare to those who are older and have longer years of service.

Still, opportunities to use English language at the workplace must be made more common or reasonably compulsory for the Malaysian employees whether in private or government sectors with the aim of enabling them to be more proficient in the English communication skills. Both private and government organizations should offer reassuring setting and incentive in inspiring their employees to constantly boost their English communication skills that can resulting in lowering down the CA level. It is worth noting that without organized or strategic professional communication programme or training, this average CA level could decline, resulting in affecting the employee's personality, organizations' reputation and productivity in general.

The findings also highlighting the need for serious consideration from the top management in both private and government organization in encouraging and setting significances for good English communication skills for the employees. Mastering the English language by administrative staff would enhance their daily tasks. Employees require good English communication skills as they would be dealing with external stakeholders especially coming from outside of Malaysia. Within the context of workplace learning, situated learning can be applied to improve Malaysian employees' English communication skills as they can improve their perception on learning English in a typical, familiar environment at their workplace (Matyakhon & Sukavatee, 2021).

Lastly, this study further supported on the need for more researches on CA in organizational contexts being carried out with the aim to provide more insight into challenges experienced by workers in actual

workplace settings (Burk, 2001; Jusoh et al., 2018; Russ, 2013). Future studies are recommended to be carried out with different approaches such as ethnographic or a clinical way of gathering data to understand better this subtle yet complicated language phenomenon, which will contribute significantly to organizations' community of practice.

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