The mediating effects of communication skills on stress management among higher education staff

Nur Liana Kori[a]*, Azmi Mat[b], Norliza Saiful Bahry[c], Ainunnazlee Mohd Ali[d]

[a,b,c,d]*Faculty of Business and Management, Universiti Teknologi MARA Puncak Alam, Selangor, Malaysia*

ARTICLE INFO

ABSTRACT

This study examines the mediating of communication in a relationship between work practices, and organizational culture towards managing work stress. The current dynamics and increased competition in the services sector urge organizations to seek ways to improve performance, remain relevant in the face of technology and go through changes and innovation while keeping their employees healthy and productive. This paper surveyed 176 non-academicians across universities in Selangor. The data was analyzed using the Partial Least Squares Structural Equation (PLS-SEM), and the finding found that communication mediates the relationship between work practices and organizational culture toward stress management. The implication of this study highlights how essential communication skills are for improving organizational learning and employee performance. The study offers insightful information for improving staff productivity, well-being, and organizational development.

1. Introduction

In the current global business environment, the flexibility in learning new tasks and work-related stress coping mechanisms improves not only career advancements but also organizational improves career advancements and organizational performance and well-being across the employee life cycle (YM Kundi, 2020). Entities are constantly changing to innovate and adapt to their environment, incorporate new techniques, and promote a healthy work setting that could guarantee improvement and satisfaction at the workplace. On top of these initiatives, there are complex interrelationships between organizational factors that have a major impact on learning processes, the use of technology, conformance to procedures, and work-related stress in employees. Even in today's complex business world, organizations continue to encounter difficulties when it comes to engaging employees in efficient training that prepares them to perform tasks as soon as possible, integrating technologies into work environments effectively, maintaining consistent compliance with organizational procedures and policies, and managing stress levels in the workplace (Tommy Foy & Mohamad Saleh 2019). It becomes even more challenging across changing work contexts as well as across different cultures, which tends to frustrate organizational initiatives. However, the role of communication skills as a specific mediator of these processes has yet to

---

* Corresponding author. *E-mail address*: nurliana2057@uitm.edu.my

be studied enough in the recent existing scientific literature, despite relative attentiveness to self-regulation, cultural intelligence, and adaptability.

From an organizational learning perspective, the organization determines how members relate to tasks and activities and how to allocate organizational resources sensibly in a given setting to accomplish tasks and common goals. The organization's characteristics include consistency of goals, unified principles, organic combination of resources, collaborative activities, and systematic structure. Workplace practice plays a vital role in personal and professional development. Employees can gain practical work experience, develop professional skills, build networks, and test career interests by engaging in workplace practice. This enables individuals to better adapt to the workplace requirements and achieve their career goals. Therefore, active participation in workplace practices is an opportunity and challenge everyone should pursue. Workplace practice provides individuals with valuable work experience. By participating in various work tasks and projects, individuals can research and become familiar with different workflows and business processes (York, 2020). These experiences are essential for later career development and enable individuals to better adapt to the working environment and understand the job requirements. Therefore, this paper aims to examine the relationship of work practice and organizationa cultural has been mediated by communication towards stress management.

2.   Literature review

2.1   Social cognitive theory

Albert Bandura, a psychologist, came up with the Social Cognitive Theory (SCT), which gives us a complete way to think about how people learn and act by looking at how personal factors, behaviour, and external factors all interact. SCT stresses the importance of cognitive processes, or how people actively analyse information from their environment. This is different from traditional behaviourist models that only look at rewards and punishments. Observational learning is an important part of SCT. This is when people pick up new behaviours, skills, or attitudes by watching others, especially when those behaviours are rewarded. For instance, a child could learn how to be nice by watching adults and noticing the good reactions they get from other people when they are polite. The ability to pay attention to the model, remember the behaviour, be able to reproduce it, and be motivated to do so are all necessary for observational learning to work.Self-efficacy, or believing in your own abilities to do well in certain situations or jobs, is another important idea in SCT.

Self-efficacy changes how people deal with problems, set goals, and keep going even when things get hard. People who have high self-efficacy are usually more motivated and resilient, while people who have low self-efficacy may avoid doing hard things. Bandura found four main things that affect self-efficacy: mastery experiences (doing similar tasks well), social modelling (seeing others do well), social persuasion (getting support from others), and physical and mental states (like stress or well-being). SCT also talks about reciprocal determinism, which is the idea that human factors, behaviour, and the environment all affect each other in a dynamic way. This point of view says that people don't just react to their surroundings; they also change them by what they do.Expectations about what will happen as a result of a behaviour are also very important in SCT. Expectations that are positive while expectations that are negative may make it less likely. Another part of SCT that helps people reach their goals is self-regulation, which means keeping an eye on and changing your own actions. Setting personal standards, evaluating success, and making necessary changes are all parts of self-regulation. These help people stay focused, control their impulses, and make sure their actions are in line with their long-term goals.

2.2 Coping with stress

In today's busy and stressful world, learning how to deal with stress is an essential skill that helps people keep their mental and physical health. Determining what is causing stress is the first step to managing it well. Stress can come from work, relationships, health problems, or sudden events in your life. Once people know their problem, they can pick from several coping techniques that are best for them. Problem-focused coping, which means directly going after the source of stress, like planning chores, setting limits, or looking for answers to specific problems, can help some people. Some people may use "emotion-focused coping" techniques, such as awareness, meditation, or deep breathing exercises, to help calm their minds and emotionally make stressful events less intense.

Being physically active daily, eating well, and getting enough sleep are all essential ways to deal with stress because they make the body more robust and better handle stress.Having social support is also very helpful for dealing with stress. People can share their worries and get new ideas by contacting friends, family, or support groups. This can help them feel less alone and more reassured. Talking about problems openly with others can sometimes lead to helpful help or the comfort of knowing that someone understands. Professional help, like counseling or therapy, can be helpful for people who have been under a lot of stress for a long time. Therapists can teach people healthy ways to deal with problems, give them honest advice, and help them deal with their feelings healthily. In the end, dealing with worry is a dynamic process that might need more than one method. People can better deal with stress and keep their sense of balance and well-being, even during hard times, by figuring out what causes stress, using healthy coping mechanisms, getting help, and putting self-care first.

2.3 Work practice

Workplace practice plays a vital role in personal and professional development. Employees can gain practical work experience, develop professional skills, build networks, and test career interests by engaging in workplace practice. This enables individuals to better adapt to the workplace requirements and achieve their career goals. Therefore, active participation in workplace practices is an opportunity and challenge everyone should pursue. Workplace practice provides individuals with valuable work experience. By participating in various work tasks and projects, individuals can research and become familiar with different workflows and business processes (York, 2020). These experiences are essential for later career development and enable individuals to better adapt to the working environment and understand the job requirements. Through practical work practice, individuals can continuously improve their professional skills (York, 2020).

At work, individuals will face various challenges and problems that need to be solved using their professional knowledge and skills. Through these practices, individuals can continue to study, grow, and enhance their competitiveness in the professional field. In addition, workplace practice is an opportunity to cooperate and communicate with others. Individuals can build extensive and valuable networks through interactions with colleagues, leaders, and other partners (Billett, 2021). These relationships impact an individual's career development and career opportunities and can provide various support and assistance. Workplace practices can also help individuals test their career interests and goals (Billett, 2021). By participating in different work projects and positions, individuals can better understand their career preferences and adaptability and further define their career goals. This has an important guiding role in personal career planning and development. Therefore, this study proposes that:

Hypothesis 1: Work practice has a significant influence on coping with stress.

2.4   Organizational culture

Organizational culture is the culmination of the principles, moral standards, corporate culture, and corporate image that are widely recognized and upheld by all workers and developed during an organization's lengthy history of production and operation (Cherian, 2021). It penetrates every aspect of the business, influencing employees' thought processes and behavioral patterns. A gravitational pull is toward a strong corporate culture (Fang, 2023). In addition to having a strong pull on workers, a great company culture also has a strong pull on its partners, who include suppliers, customers, and the general public. A strong business culture is essential for both stabilizing and luring talent. The impact of corporate culture is restrictive (Fang, 2023): Corporate culture norms include moral and behavioral standards. Corporate culture itself has a normative effect. Once corporate culture reaches a certain level, this standard turns into an imperceptible unifying factor. It informs staff members about acceptable and unacceptable behavior. Through these gentle coercive forces, workers' consciousness, zeal, initiative, and self-control are enhanced, enabling them to understand better the purpose and significance of their work, as well as their feeling of accountability and mission.

According to Fang (2023), corporate culture has a cohesive effect. It can bring people closer together to create a powerful centripetal force that propels them to work toward common objectives and stand as one. The enterprise's clearly defined aim serves as the foundation for employee cohesion. Suppose the organization's objective aligns with the interests of most employees and the business. In that case, it is a win-win situation for individuals and the group. Corporate spirit and core values serve an intangible guiding role that gives organizations and employees guidance and practices they can choose to follow voluntarily. This facilitates the development and expansion of businesses by bringing together the objectives and will of individuals and businesses. Ubreziova (2023) asserts that business culture plays a directing role. Employee excitement, initiative, and innovation can be mobilized and stimulated by the corporate culture's cultural milieu and value orientation, which is a spiritual incentive. Additionally, it can awaken people's potential knowledge, facilitating the total growth of workers' skills and boosting the executive authority of the company as a whole (Ubreziova, 2023). Therefore, this study proposes that:

Hypothesis 2: Organizational culture has a significant influence on coping with stress.

2.5   Communication skills

The foundation of productive work is effective communication. It is ensured that tasks are understood, procedures are followed correctly, and objectives are accomplished effectively by clear and succinct communication (Ma, 2021). Effective and honest communication is essential to teamwork. A sense of understanding and cooperation is promoted when team members listen to one another and communicate their opinions. This free flow of information promotes improved creativity, problem-solving, and decision-making. Conflict problems can be resolved in the workplace through effective communication (Jelani & Nordin, 2019).

Opinion differences are a given in any job. Good communication means discussing problems honestly, listening to understand others' perspectives, and cooperating to develop solutions that both parties can agree. Effective communication techniques and conflict resolution methods can transform possible arguments into chances for development and education. It takes time and collaboration between management and staff to establish an honest and productive communication culture in the workplace (Cole, 2019). Here are some helpful advice to help you accomplish this. Organize frequent meetings: Regular staff meetings, whether monthly all-staff meetings or weekly team check-ins, are essential. They offer a forum for exchanging views and resolving issues, as well as information to everybody. Promote feedback meetings: Having regular feedback sessions helps you identify what is and is not working. It is important to be receptive to accepting input and providing it. One-on-one conversations, anonymous questionnaires, or a suggestion box in the break room can all be used to do this. Encourage an open flow

of information: Open and honest communication fosters trust. It entails exchanging pertinent data regarding decisions, modifications, and updates made by the company. When workers are well-informed about the organization, they are better able to comprehend their place within it. Therefore, this study proposes that:

Hypothesis 3a: Communication skills mediate the relationship between work practices and coping with stress.
Hypothesis 3b: Communication skills mediate the relationship between organizational culture and coping with stress.

2.6   Work stress

The term "work stress" describes the social, psychological, and physical demands people face at work. Due to intense competition, significant financial strain, and high labor intensity, work stress has become widespread in modern culture (Fred, 2019). The work stress mainly comes from the work itself and the working environment. The factors of the work include the task's difficulty, the workload's size, and the level of the quality of the work. The factors of the working environment include the length of working hours, the noise of the workplace, and the depression of the atmosphere. In addition, the individual's personality, ability, family environment will also affect the individual's feeling of work pressure. Moderate work pressure can stimulate individual enthusiasm and creativity, but long-term work pressure that is too large will have a negative impact on individual physical and mental health.

Common symptoms of work stress include anxiety, depression, insomnia, headache, muscle tension. Severe work stress can also lead to psychological disorders, mental health problems, job burnout (Pradoto, 2022).   As a result, it is critical to successfully lower job pressure. To reduce work-related stress, people can change how they work, interact with coworkers, practice relaxation techniques, exercise, and take other measures. By improving the working environment and offering assistance and training, businesses and organizations can also help employees lower their level of stress at work (Soelton, 2020). As shown in Figure 1, a conceptual framework is the mediating of communication in a relationship between work practices, and organizational culture towards stress management.
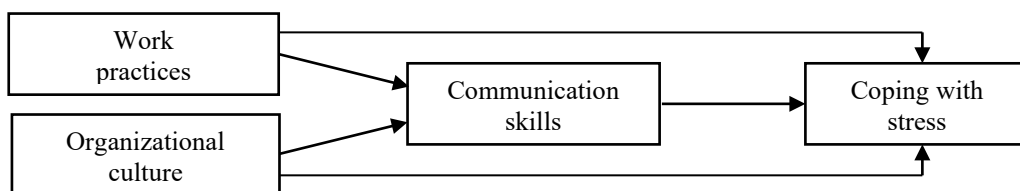

Figure 1. Research framework

3.   Methodology

This research aims to examine the relationship between work practices and organizational culture in mediating communication in relation to coping with stress. A quantitative method was employed, and the survey was used as a tool for data collection. The data collection was conducted as convenient sampling technique where the survey distributed to 176 non-academicians in universities across Selangor. The items survey was adapted from the previous literature, and all items were were tested using the Five-Likert scale: 1= = strongly disagree to 5 = strongly agree. Data collected was further analyzed for the Structural Equation Model using Smart PLS. The analysis included the measurement model and structural model to test the hypothesis. In the analysis of the reflective measurement model, a construct representing a phenomenon is utilized to produce a reflecting indicator. The justification is achieved by adding or

subtracting elements that do not change the conceptual meaning of the construct (Rossiter, 2002). The causal flow generally proceeds from the concept to the indicators (Coltman et al., 2008; Edwards & Bagozzi, 2000). Reflective measures indicated as manifestations of the latent variable (Urbach & Ahlemann, 2010). The model illustrates the constructs as the reflective measurement model. The data were analyzed to assess the indicator's reliability, internal consistency, and convergent and discriminant validity (Sarstedt, Ringle, Smith, Reamse, & Hair, 2014).

Meanwhile, in assessing the structural model, the R Square and the path coefficient were applied to confirm the hypothesis and to test the predictive model (Becker, Cheah, Gholamzade, Ringle & Sarstedt, 2023).The path coefficients of the PLS structural model are interpreted as standardised beta coefficients (Ringle & Sinkovics, 2004). Path coefficients are obtained through bootstrapping to assess the sampling distributions. Each bootstrapped sample must contain the same instances as the original sample. Bootstrap samples can be generated by randomly selecting 500, 1000, or 5000 replacements from the original sample. The results of bootstrapping indicate the path coefficient of the relationship and its significance values. The t-values serve to assess the significance of bootstrapping in Partial Least Squares (PLS) analysis. Bootstrapping requires a substantial quantity of subsamples. Five thousand replacement samples are drawn from the original dataset to compute the bootstrapped standard error. In structural path analysis, t-values are employed to assess the significance of relationships. Bootstrapping requires a significance level of no less than 0.05, whereas the route coefficient necessitates a significance level of at least 1.96.

4.   Findings

Table 1 indicates that 85 participants (48.3%) were female and 89 (50.5%) were male, with females dominating the survey. Most respondents, 58 (32.9%), had 1 to 3 years of work experience, followed by 44 (25%) with 4 to 5 years, and 37 (21%) with over 5 years. Among them, 56 (31.8%) held executive manager positions, 55 (32.1%) were assistant registrars, 32 (18.1%) were accountants, 24 (13.6%) were in operations, and only 9 (5%) were registrars.

Table 1. Demographics

Demographic factors	Frequency (N)	Percentage (%)
Gender		
Female	85	48.3
Male	89	50.5
Working Experience		
6 months – 1 year	37	21.0
1 – 3 years	58	32.9
4 – 5 years	44	25.0
5 years and above	37	21.0
Position		
Registrar	9	5.0
Assistant registrar	55	31.3
Executive Manager	56	31.8
Accountant	32	18.1
Operation	24	13.6

4.1   Measurement model

In the measurement model, internal consistency reliability is used to measure the reliability of the survey items. The acceptable values for composite reliability indicate a value greater than 0.70 to 0.90 can be regarded as higher to indicate adequate internal consistency. As shown in Table 2, the composite reliability. The results for work practice (CR=0.971, AVE = 0.828), organizational culture (CR=0.936, AVE = 0.671), communication skill (CR=0.964, AVE = 0.843), and coping with stress (CR=0.933, AVE = 737) conclude that all constructs and items were high internal consistency. The assessment applied the Heterotrait-Monotrait Ratio of Correlation (HTMT) for discriminant validity, which refers to the correlation ratio within the constructs to correlations between the constructs. The HTMT value should be be greater than 0.85 or 0.90 when using this assessment (Ringle, Sarstedt, Sinkovics & Sinkovics, 2023). The result in Table 3 shows there are no issues with discriminant as the values meet the threshold values.

Table 2: Convergent validity

Constructs	Composite Reliability (CR)	Average Variance Extracted (AVE)
Work practice	0.971	0.828
Organization culture	0.936	0.681
Communication skills	0.964	0.843
Coping with stress	0.933	0.737

Table 3: Discriminant validity

Construct	1	2	3	4
1. Communication skills				
2. Coping with stress	0.788			
3. Organization culture	0.668	0.742		
4. Work practice	0.695	0.915	0.827	

4.2   Structural model

Table 4 indicates the result of the hypothesis testing. First, the R Square value was 0.456, which indicates that 45.6 percent of the coping with stress is explained by work practice, organizational culture, and communication skills. The results of work practice ($\beta = 0.741$, t-value = 14.167, p-value < 0.05) and organizational culture ($\beta = 0.807$, t-value = 17.836, p-value < 0.05) indicate that there were significant influences on coping with stress. Thus, hypothesis 1 and hypothesis 2 were supported. The findings similar to those of Jentsch, Hoferichter, Blomeke, Konig, and Kaiser (2023) supported the idea that effective work practice is able to handle stress effectively. In addition, Ubreziova (2023) asserts that business culture plays a directing role in minimizing stress for employees due to the support and facilities provided by the organization.

Furthermore, the mediating analysis revealed the result that communication skills mediate the relationship between work practice ($\beta = 0.393$, t-value = 2.69, p-value < 0.05) and organizational culture ($\beta = 0.270$, t-value = 2.717, p-value < 0.05). The result revealed that communication skills significantly mediate the relationship between work practice and organizational culture toward coping with stress. The finding is similar to Shahriari, Tajmir Riahi, Azizan, and Rasti-Barzoki (2023), who found that effective strategies for managing stress are significantly influenced by work practice and supportive organizational

culture. In addition, the finding found that work culture and practice influence the opportunity of workers to learn new knowledge within work-related tasks, technologies, or processes and the staff's ability to cope with stress in work-related activities.

Therefore, hypothesis 3a and hypothesis 3b were supported by this study. For the interval the confidence interval bias corrected of lower limit and upper limit indicates that there are no zero values straddled in between the confidence interval bias results; the result explained that there is a significant result. The lower limit (LL) and upper limit (UL) for work practice (LL=0.069, UL=-0.792), organizational culture (LL=0.756, UL=0.858). For the mediating, communication mediates the work practice and coping stress was (LL=0.247, UL= 0.539) while communication mediates organizational culture and cooing stress was (LL=0.089, UL= 1.361). The result conclude that all hypotheses were supported.

Table 4: Structural model assessment

Hypothesis	Path	β	SE	t	p	LL	UL	Result
H1	WP → CPS	0.741	0.051	14.467	0.000	0.069	0.792	Supported
H2	OC → CPS	0.807	0.045	17.836	0.000	0.756	0.858	Supported
H3a	WP → COM → CPS	0.393	0.146	2.696	0.007	0.247	0.539	Supported
H3b	OC → COM → CPS	0.270	0.157	2.717	0.006	0.113	0.427	Supported

Note: WP=Work practice; OC=Organizational culture; COM=Communication skills; CPS=Coping with stress; LL=Lower limit confidence interval; UL=Upper limit confidence interval.

5.   Discussion

Work practices, communication skills, coping strategies, and organizational culture are interrelated factors that significantly influence employees' ability to manage workplace stress. Effective work practices, such as clear expectations, manageable workloads, and flexible scheduling, are crucial for reducing stress by allowing employees to balance personal and professional responsibilities (Ahmadi, Gholipoursoleimani, & Shahrodi, 2024). Conversely, inconsistent practices, excessive workloads, and unclear roles contribute to stress and burnout (Bharathi & Sujatha, 2024). Effective communication, marked by transparency and consistency, fosters trust and clarity, enabling employees to feel informed and supported (Barber, Kuykendall, & Santuzzi, 2023). Poor communication or ambiguous messaging can lead to confusion and isolation, increasing stress levels (Dorronsoro et al., 2024).

Organizational culture also profoundly impacts employees' stress levels. A culture prioritizing well-being and work-life balance helps employees feel valued, reducing stress and boosting job satisfaction (Monteiro & Joseph, 2023). Supportive environments encourage healthy boundaries, breaks, and seeking help, preventing burnout (Ajayi & Udeh, 2024). In contrast, high-pressure cultures focused solely on productivity often cause chronic stress and reduced morale, leading to higher turnover rates (Leiter & Maslach, 2017). Organizations fostering well-being benefit from improved mental health among employees, alongside higher productivity and engagement.

Positive coping strategies are critical for managing stress effectively. Resources like mindfulness programs, time management training, and relaxation techniques help employees handle workplace pressures (Lomas et al., 2017). Organizations investing in wellness initiatives and counseling demonstrate a commitment to employee well-being, creating a healthier, more productive workforce (Goetzel et al., 2002). By integrating effective practices, communication, supportive strategies, and a positive culture, organizations can mitigate stress and promote sustainability, benefiting both employees and the organization (Berger & Czakert, 2022).

6.   Conclusion

This study found that effective communication enhances knowledge exchange and learning processes, enabling employees to manage workplace stressors. It promotes information sharing among individuals and institutions, with organizational factors acting as communication pathways for learning and stress management. A positive work environment that includes ongoing training and clear communication fosters knowledge acquisition for adopting new technologies and provides employees with effective stress-coping mechanisms. However, organizational practices that undervalue these aspects can hinder staff development and increase stress levels.

The findings suggest that organizations should focus on practices and cultures that enhance communication skills, creating environments conducive to learning and stress management. Frequent, effective communication and improved channels are essential for fostering task learning and enhancing performance. While communication does not directly influence the relationship between work practices and stress management, it remains crucial for bolstering personal support, organizational stress management, and work practice improvements, all of which contribute to employee well-being.

This study contributes to the extant organizational psychology literature by emphasizing the role of communication as a mediating variable through which organizational factors—like culture and work practices—impact experiences such as task learning and stress coping. Organizations can benefit by fostering a culture that supports learning through communication training and stress-reducing practices. Managers and HR personnel can use these insights to develop policies that enhance employee health and productivity, especially in dynamic workplaces. Ultimately, adopting these recommendations can improve employee satisfaction, reduce turnover, and strengthen the organization's ability to address emerging challenges.

Acknowledgments

Conflict of interest statement

The authors agree that this research was conducted without any self-benefits or commercial or financial conflicts and declare the absence of conflicting interests with the funders.

References

Abarca, V. G., Sanchez, P. P., & Camacho, M. A. (2021). Virtual Teams in Times of Pandemic: Factors That Influence Performance. *Frontiers in Psychology, 12*(12). Frontiersin. https://doi.org/10.3389/fpsyg.2021.624637

Adamovic, M., Gahan, P., Olsen, J., Gulyas, A., Shallcross, D., & Mendoza, A. (2021). Exploring the adoption of virtual work: the role of virtual work self-efficacy and virtual work climate. The *International Journal of Human Resource Management, 33*(17), 1–34. https://doi.org/10.1080/09585192.2021.1913623

Ahmadi, M., Gholipoursoleimani, A., & Shahrodi, K. (2024). Employee Experiences with Flexible Work Arrangements and Their Impact on Productivity. *Journal of Resource Management and Decision Engineering, 3*(1), 26-32.

Ajayi, F. A., & Udeh, C. A. (2024). Combating burnout in the IT Industry: A review of employee well-being initiatives. *International Journal of Applied Research in Social Sciences, 6*(4), 567-588.

Azpíroz-Dorronsoro, C., Fernández-Muñiz, B., Montes-Peón, J. M., & Vázquez-Ordás, C. J. (2024). Technostress and work-family conflict in ICT-user employees during the COVID-19 pandemic: the role of social support and mindfulness. *Behaviour & Information Technology, 43*(8), 1531-1553.

Barber, L. K., Kuykendall, L. E., & Santuzzi, A. M. (2023). How managers can reduce "always on" work stress in teams: An optimal work availability framework. *Organizational Dynamics, 52*(3), 100992.

Becker, J. M., Cheah, J. H., Gholamzade, R., Ringle, C. M., & Sarstedt, M. (2023). PLS-SEM's most wanted guidance. *International Journal of Contemporary Hospitality Management, 35*(1), 321-346.

Berger, R., & Czakert, J. P. (2021). Stress management and resilience building. In *Organisational excellence and resilience: Stress management as a component of a sustainable corporate development strategy* (pp. 63-88). Cham: Springer International Publishing.

Bharathi, S. S., & Sujatha, S. (2024). Healthcare Employee Well-Being and Work-Related Stress Factors: Evaluating the Mediating Influence of Perceived Organisational Support. *Qubahan Academic Journal, 4*(3), 209-225.

Billett, S. (2021). *Learning in the workplace: strategies for effective practice*. Routledge.

Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: An investigative analysis from selected organizations of the United Arab Emirates (UAE*). Journal of Open Innovation: Technology, Market, and Complexity, 7*(1), 45.

Cole, S. (2019). *Communication In Relationships: How To Build And Maintain Bonds With People In Life, Love, And The Workplace.* Roland Bind.

Fang, Y., Fiordelisi, F., Hasan, I., Leung, W. S., & Wong, G. (2023). Corporate culture and firm value: Evidence from crisis. *Journal of Banking & Finance, 146*, 106710. https://doi.org/10.1016/j.jbankfin.2022.106710

Jelani, F., & Nordin, N. S. (2019). Barriers to effective communication at the workplace. *Journal of Modern Language and Applied Linguistics, 3*(2), 7-18.

Jentsch, A., Hoferichter, F., Blömeke, S., König, J., & Kaiser, G. (2023). Investigating teachers' job satisfaction, stress and working environment: The roles of self-efficacy and school leadership. *Psychology in the Schools, 60*(3), 679-690.

Ma, L., Ge, C., Xue, Y., & Tick, A. (2021). Communication problems and solutions faced by Chinese college students entering the workplace. *Proceedings of the First Youth International Conference: The Development of Competencies for Employability*, pp. 24–41. https://real.mtak.hu/140283/

Maslach, C., & Leiter, M. P. (2016). *The truth about burnout: How organizations cause personal stress and what to do about it*. John Wiley & Sons.

Monteiro, E., & Joseph, J. (2023). A review on the impact of Workplace Culture on Employee Mental Health and Well-Being. *International Journal of Case Studies in Business, IT and Education, 7*(2), 291-317.

Mora, M. (2019, August 19). *Why Sample Size Matters*. Retrieved July 27, 2024, from Relevant Insights website: https://www.relevantinsights.com/articles/sample-size-matters/#:~:text=In%20r andom%20samples%2C%20as%20we

Noor, S., Tajik, O., & Golzar, J. (2022). Simple Random Sampling. *International Journal of Education & Language Studies, 1*(2), 78–82. https://doi.org/10.22034/ijels.2022.162982

Ringle, C. M., Sarstedt, M., Sinkovics, N., & Sinkovics, R. R. (2023). A perspective on using partial least squares structural equation modelling in data articles. *Data in Brief, 48*, 109074.

Robbins, S. P., & Coulter, M. K. (2018). *Management (14th ed.)*. Pearson.

Shahriari, M., Tajmir Riahi, M., Azizan, O., & Rasti-Barzoki, M. (2023). The effect of green organizational culture on organizational commitment: The mediating role of job satisfaction. *Journal of Human Behavior in the Social Environment, 33*(2), 180-197.

Stranzl, J., Wolfgruber, D., Einwiller, S., & Brockhaus, J. (2021.). *Keeping up the spirit. Internal communication in an increasingly virtual work environment*. Retrieved from https://www.econstor.eu/bitstream/10419/247712/1/1780954808.pdf

Foy, T., Dwyer, R. J., Nafarrete, R., Hammoud, M. S. S., & Rockett, P. (2019). Managing job performance, social support and work-life conflict to reduce workplace stress. *International Journal of Productivity and Performance Management, 68*(6), 1018-1041.

Ubreziova, I., Vrablikova, M., & Diacikova, A. (2023). Leadership and motivation as the part of corporate culture in selected company. *Marketing and Management of Innovations, 3*, 97-108.

Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M., & Shahid, S. (2021). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis, 29*(3), 736-754.

York, R. O. (2020). *Social work research methods: learning by doing*. Sage.

About the Authors

Nur Liana Kori is a senior lecturer in the Department of Entrepreneurship and Marketing Studies at Universiti Teknologi MARA (ORCID: https://orcid.org/0000-0001-5475-6346). Her primary research focus is conspicuous consumption behavior, which explores how individuals purchase goods or services to display wealth or social status. She has contributed significantly to academic literature throughout her career, publishing over 20 papers on various aspects of her field. She can be reached at nurliana2057@uitm.edu.my

Azmi Mat is a Senior Lecturer in customer service management at the Faculty of Business and Management, Universiti Teknologi MARA (ORCID: https://orcid.org/0000-0001-8447-303X). Over the past decade, he has significantly contributed to consumer behavior studies. He has published over 30 papers in various academic journals and conference proceedings, solidifying his reputation as an expert. He can be reached at azmimat@uitm.edu.my.

Norliza binti Saiful Bahry is a Senior Lecturer in the Department of Entrepreneurship and Marketing Service at Universiti Teknologi MARA (ORCID: 0000-0001-6163-2018). Her primary research interests encompass consumer behavior, service quality, and entrepreneurship. She has an extensive publication record in these areas, with contributions to journals such as Advances in Social Sciences Research Journal, Global Business and Management Research: An International Journal, Journal of International Business, Economics and Entrepreneurship (JIBE), and ASEAN Entrepreneurship Journal (AEJ). She can be contacted via email at norliz2956@uitm.edu.my.

Ainunnazlee Mohd Ali is a senior lecturer in the Department of Entrepreneurship and Marketing Studies at Universiti Teknologi MARA (ORCID: https://orcid.org/0000-0002-1129-6586) . Her primary research focus is purchasing pattern behavior, which explores how individuals have the intention to purchase organic cosmetics to support environmental sustainability. She has contributed significantly to academic literature throughout her career, publishing over 20 papers on various aspects of her field. She can be reached at ainunnazlee3098@uitm.edu.my