Enhancing Organizational Commitment through Effective Computer Communication Practices: A Proposal for Malaysian Organizations

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Abstract. This research aims to explore and propose effective computer communication practices that can enhance organizational commitment in the Malaysian context. As organizations in Malaysia increasingly adopt Computer Mediated Communication (CMC) tools and digital platforms for collaboration, it becomes crucial to understand how these practices influence employees’ commitment to their organizations. This study will identify the specific challenges and opportunities related to CMC in the Malaysian workplace, explore cultural factors, leadership styles, and organizational characteristics that impact organizational commitment, and propose strategies to optimize computer communication to foster higher commitment levels. By addressing the unique needs and dynamics of Malaysian organizations, this research will contribute to the development of tailored approaches to enhance organizational commitment through computer communication practices.

Keywords: Government Organization, Communication Practice, Digital Platform

1. Introduction

In today’s digital era, computer communication has become integral to organizational practices, enabling efficient information exchange, collaboration, and decision-making. As organizations in Malaysia embrace technological advancements and increasingly rely on Computer Mediated Communication (CMC) tools, it becomes imperative to understand how these practices influence employees’ commitment to their organizations. Organizational commitment, defined as the extent to which employees are devoted and loyal to their organizations, plays a crucial role in enhancing employee motivation, job satisfaction, and overall organizational performance.

The effectiveness of an employee’s performance relies heavily on their dedication to the company, intense passion, and robust motivation [1]. The Malaysian context presents a unique setting with diverse cultural values, leadership styles, and organizational characteristics that shape the dynamics of computer communication and its impact on organizational commitment. Regrettably, neither the empirical research findings nor the theoretical explanations for this paradox offer compelling solutions as to whether investments in information and communication technology truly impact an organization’s productivity [2]. Furthermore, the strategic and thoughtful decision-making process fails to acknowledge the significant influence of internal communication technology on productivity and innovation [3]. Thus, there is a need for research that specifically addresses the challenges and opportunities of computer communication practices within Malaysian organizations and proposes effective strategies to enhance organizational commitment.

The primary objective of this research is to investigate and propose effective computer communication practices that can enhance organizational commitment in the Malaysian context. By understanding the specific challenges and dynamics of computer communication within Malaysian organizations, this research aims to provide valuable insights and recommendations for organizations seeking to optimize their communication strategies. To achieve this objective, the research will examine the cultural factors that influence the effectiveness of computer communication practices in fostering organizational commitment. Malaysian culture deeply rooted in diverse traditions, values, and communication styles, can significantly impact how employees perceive and engage with computer-mediated communication.

Furthermore, this research will explore the role of leadership styles in facilitating effective computer communication and enhancing organizational commitment. Leadership practices, such as transformational leadership or participative decision-making, can shape organizational communication climate and employee commitment.

Additionally, the study will investigate how organizational characteristics, including size, structure, and industry, shape the implementation and impact of computer communication practices on organizational commitment. Different organizations may have unique communication needs and requirements, and understanding these contextual factors is crucial for developing tailored strategies to enhance commitment.

This research aims to provide a comprehensive analysis...
strategies to enhance commitment. Some of the main challenges and opportunities include:

The key challenges and opportunities related to computer communication practices in the Malaysian workplace can be understood by examining the dynamics of Malaysian organizations, this study seeks to contribute to the broader understanding of how technology can enhance employee commitment and organizational commitment in Malaysia, offering valuable insights and proposing strategies to optimize communication practices and organizational commitment.

2. Literature Reviews

2.1 Key Challenges and Opportunities

The perceived intensity of information and communication technologies is higher among segmenters, and there arises when there is an incongruence between work and family conflicts and diminished job performance. Employees experience communication overload. Excessive emails, instant messages, and notifications can lead to additional time, leading to increased role stress and decreased job productivity. The utilization of digital communication has enhanced communication, but it can contribute to work overload, which signifies the quantity and complexity of tasks that pertains to the capability of individuals to learn and adapt to new information and communication technologies. Multitasking also consumes time, leading to increased role stress and decreased job productivity. Employees may experience distress when work encroaches upon family time, while integrators are more accepting of integrating work into their personal lives.

Work environment that introduces a fresh aspect to existing disparities and inequalities in digital access is crucial to ensure equal participation and engagement in computer communication practices and organizational commitment. Understanding these factors is essential for developing effective strategies to enhance commitment.

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2.1 Key Challenges and Opportunities

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Multitasking also consumes time, leading to increased role stress and decreased job productivity. Employees may experience distress when work encroaches upon family time, while integrators are more accepting of integrating work into their personal lives. Research indicates that information and communication technologies significantly shape individuals’ work experiences by blurring the boundaries of work and personal life. The prevalence of computer communication has led to blurred boundaries and conflicts between work and personal life, which have faced challenges in meeting the requirements for essential work and life balance. Research indicates that information and communication technologies can contribute to incongruence for individuals who prefer to keep these domains separate.

Work environment that introduces a fresh aspect to existing disparities and inequalities in digital access is crucial to ensure equal participation and engagement in computer communication practices and organizational commitment. Understanding these factors is essential for developing effective strategies to enhance commitment. The key challenges and opportunities related to computer communication practices in the Malaysian workplace can be understood by examining the dynamics of Malaysian organizations, this study seeks to contribute to the broader understanding of how technology can enhance employee commitment and organizational commitment in Malaysia, offering valuable insights and proposing strategies to optimize communication practices and organizational commitment.

Technological Infrastructure: The availability and accessibility of technology infrastructure can affect the effectiveness of computer communication practices and organizational commitment. Access to digital resources has now become a privilege reserved for countries capable of investing in advanced information and communication technology infrastructure and services, risk being left behind. Developing nations, especially when comparing urban and rural regions. For instance, around 35% of Malaysian’s rural population lacks consistent internet access, whether due to inadequate coverage or affordability issues preventing them from accessing the internet. While urban areas in Malaysia generally have well-developed technological infrastructure and services, risk being left behind.

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digital communication settings, employees may hesitate to express their opinions or provide feedback to superiors, hierarchical structures. These cultural traits have imp facilitated effective communication across language differences.

challenges by promoting language inclusivity, offering language support, and encouraging the use of translation tools to facilitate understanding and expression of ideas, particularly in written communication. Organizations can address these challenges in understanding and expressing ideas, particularly in written communication. Organizations must comprehend and accommodate these cultural nuances to avoid misinterpretation by the other party, who remains unaware of the resulting mistakes. Therefore, organizations need to provide realistic job previews for candidates, especially if they have a culture of after-hours connectivity, ultimately life balance, encourage digital detoxes, and respect employees’ personal time, ultimately ensuring employee well-being and satisfaction.

2.2 Cultural Factors in Malaysia

Malaysia is a multilingual society, with Malay, Chinese dialects, Tamil, and English being commonly spoken languages. However, language preferences and proficiency can influence computer communication practices and decision-making processes. Language barriers can present challenges in fostering organizational commitment. These cultural factors shape employees’ attitudes, behaviors, and communication styles, impacting collaboration and innovation efforts.

Malaysian culture is characterized by a high power distance, which entails a strong emphasis on authority and hierarchy. This trait can have implications for team dynamics and decision-making processes. However, the introduction of new digital communication tools, and functional and innovative "virtual teams" as key drivers of digital transformation goals. Additionally, structural mechanisms such as digital hubs and platforms have increased, leading to efficient knowledge sharing and collaboration on digital projects. However, there are challenges that need to be addressed. Resistance from senior leaders and managers, conflicts between departments regarding digital transformation strategies, and increased transparency. Flexible and cross-functional teams play a key role in facilitating collaboration and innovation. These measures will help individuals who do not thrive in such environments and make informed decisions about their career development. Organizations should provide realistic job previews for candidates, especially if they have a culture of after-hours connectivity, ultimately life balance, encourage digital detoxes, and respect employees’ personal time, ultimately ensuring employee well-being and satisfaction.
2.3 Role of Leadership Styles

Effective leadership in computer communication requires strong communication skills and transparency. Leaders who communicate clearly, concisely, and openly through digital platforms can foster understanding, reduce misinterpretation, and build trust among employees. Leaders who communicate effectively encourage open dialogue, trust, and psychological safety, which enhances employee commitment. Leaders should play a key role in demonstrating good support behavior and concentrating on facilitating collaborative processes in complex settings.

Mentorship and active involvement of employees in decision-making processes are crucial for developing workers’ competency to essentially contribute their ideas and expertise, leading to higher levels of commitment. Participative leadership, which involves actively involving employees in decision-making processes and encouraging their active participation, can be particularly effective in fostering commitment among Malaysian employees who value teamwork and group cohesion.

Moreover, transformational leaders inspire and motivate their employees by setting a clear vision, fostering innovation, and promoting individual growth. Transformational leadership that is referred to the leader’s ability to guide workers’ expectations, can be more helpful, and beneficial in developing workers’ competency to essentially give language to explain organizational values, culture, and purpose; and direction making language to strengthen the organizational values, culture, and purpose; and direction making. Organizations can encourage a safe and respectful digital communication environment that allows for constructive feedback, open dialogue, and conflict resolution to support building efforts.

Considering cultural factors, such as power distance, in computer communication, organizations can develop communication strategies that align with employees’ cultural values and preferences, creating an inclusive and engaging environment that promotes commitment and enhances overall effectiveness. Power distance situations, where there is a significant difference in power and status, tend to exhibit less participation and involvement in decision-making processes, leading to heightened fear of authority. Both subordinates and superiors in high power distance situations, strive for acceptance from others. They view their superiors as authorities and perceive themselves as less powerful, resulting in a lack of engagement and commitment. On one hand, individuals with low power distance exhibit more participation and involvement in decision-making processes and encourage their active participation, resulting in higher levels of employee engagement and commitment.

In the Malaysian context, different leadership styles can impact the communication climate, employee commitment, organizational adaptation, and worker perception. Understanding and adapting to these cultural factors are essential for organizations to effectively leverage leadership styles to enhance employee engagement and commitment levels within organizations. According to Yeo and Yeo [23], leaders are the key players in the formation of a digital culture whereby they require to develop associations with various and scattered stakeholders to communicate their vision effectively and engender their trust. Leaders who communicate clearly, concisely, and openly through digital platforms can foster understanding, reduce misinterpretation, and build trust among employees.

In the context of computer communication, participative leaders enhance commitment and foster a sense of ownership among employees as superior, they naturally regard them as authorities, reinforcing the fear of authority in such societies. To enhance rationalization and accommodating cultural nuances, organizations can develop communication strategies that align with employees’ cultural values and preferences, creating an inclusive and engaging environment that promotes commitment and enhances overall effectiveness.

In the Malaysian context, the level of commitment is according to the enhancement of organizational adaptation and worker perception. Different leadership styles can impact the communication climate, employee commitment, organizational adaptation, and worker perception. Understanding and adapting to these cultural factors are essential for organizations to effectively leverage leadership styles to enhance employee engagement and commitment levels within organizations. According to Yeo and Yeo [23], leaders are the key players in the formation of a digital culture whereby they require to develop associations with various and scattered stakeholders to communicate their vision effectively and engender their trust.

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computer communication practices facilitate knowledge exchange, innovation, and professional growth. Collaborative tools, remote work, and continuous learning. The impact on commitment can be significant, as effective computer communication practices in these organizations may promote collaboration, knowledge sharing, and cooperation. Leaders serve as role models for employees, and their behaviors and actions significantly influence commitment and trust. It is because knowledge sharing and information exchange are vital for organizational success. Computer communication practices can stimulate cooperation, gain support from superiors, and promote innovation. The firm’s strategy strongly impacts computer communication practices. In larger organizations, computer communication practices are often more complex due to the size and diversity of the workforce. Communication channels and platforms need to be scalable and adaptable to accommodate a larger workforce. Implementation of computer communication practices may require robust technological infrastructure and a strong digital communication structure. This can facilitate more direct and open communication among employees. Computer communication practices may require robust technological infrastructure and a strong digital communication structure. The impact of computer communication practices can vary, with larger organizations needing to establish effective communication strategies to ensure the practical use of computer communication practices. Communication channels need to be scalable and adaptable to accommodate a larger workforce. Implementation of computer communication practices may require robust technological infrastructure and a strong digital communication structure. The impact on commitment can be significant, as employees in industries that rely heavily on knowledge and information sharing, such as technology, consulting, or research, often prioritize effective computer communication practices. These industries may have horizontal communication, and information sharing is beneficial for diverse teams due to this reason. Communication tools. They stay updated on technological advancements, explore new communication platforms, and adapt to changing cultural diversity in a diverse virtual team because of their reductive constraints such as time or distance. Essential communication knowledge infrastructure activities, including computer communication practices and technological skills, are beneficial for diverse teams due to this reason. Communication knowledge infrastructure activities, including computer communication practices, are vital for continuous learning and employee empowerment can effectively facilitate computer communication practices. Leaders who demonstrate active participation, responsiveness, and transparent communication, leaders can foster a sense of commitment among employees. An efficient leadership style can speed up the smart city policy stages when implementing the smart city agenda. In addition, the leadership style of the firm’s strategy. The impact on commitment can be positive, as employees have more opportunities to engage with the firm’s strategy. The impact on commitment can be positive, as employees have more opportunities to engage with the firm’s strategy.
To optimize computer communication to foster higher levels of commitment, organizations can implement the following strategies:

1. Foster a culture of open communication: To create a conducive environment for effective computer communication, it is recommended that the organization actively promotes a culture that incorporates training employees in new computer communication skills, positions itself in navigating and effectively utilizing digital communication tools, and establishes clear goals and expectations. Furthermore, ongoing support and resources should be available to employees to assist them in their ability to compose clear and concise messages, actively listen, and interpret non-verbal cues in digital mediated communication within the organization. These training initiatives should guide effective communication practices, including the establishment of clear goals and expectations, and encourage employees to actively engage in functional team communication and encourage employees to work together on virtual projects.

2. Provide training and support: It is recommended to provide comprehensive training programs to enhance employees’ proficiency in this domain to optimize computer communication capabilities. The organization is proposed to utilize computer communication repositories, online collaboration tools, and joint problem-solving platforms. Encouraging cross-functional team communication and encouraging employees to work together on virtual projects can enhance trust and psychological safety among employees. Additionally, fostering an open communication culture improves the efficiency of computer communication and contributes to higher levels of job satisfaction and organizational commitment among employees. Furthermore, encouraging employees to actively engage in functional team communication and encourage employees to work together on virtual projects can enhance trust and psychological safety among employees. Furthermore, fostering an open communication culture improves the efficiency of computer communication and contributes to higher levels of job satisfaction and organizational commitment among employees.

3. Discussions

Industries with more traditional or manufacturing-oriented operations may have different communication dynamics, and it is crucial for tailoring computer communication practices to align with the unique characteristics of the workforce. Organizations can design and implement computer communication strategies that align with the unique needs and dynamics of their workforce, ultimately promoting engagement, collaboration, and performance tracking. The impact on commitment can be influenced by the alignment of computer communication practices and generates better work satisfaction and organizational commitment among employees. Additionally, explained that an open communication culture improves the efficiency of computer communication practices and contributes to higher levels of job satisfaction and organizational commitment. According to and , fostering an open communication culture and establish a safe and inclusive environment where diverse opinions are respected and appreciated can contribute to a more vibrant communication environment within the organization. Furthermore, encouraging employees to actively engage in virtual discussions, ask questions, express concerns through digital channels, and offer constructive input can contribute to a more vibrant communication environment within the organization. Furthermore, ongoing support and resources should be available to employees to assist them in their ability to compose clear and concise messages, actively listen, and interpret non-verbal cues in digital mediated communication within the organization. These training initiatives should guide effective communication practices, including the establishment of clear goals and expectations, and encourage employees to actively engage in functional team communication and encourage employees to work together on virtual projects.

3.3. Understanding the organizational characteristics specific to size, structure, and industry is crucial for tailoring computer communication practices to align with the unique needs and dynamics of the workforce. Organizations can design and implement computer communication strategies that align with the unique needs and dynamics of their workforce, ultimately promoting engagement, collaboration, and performance tracking. The impact on commitment can be influenced by the alignment of computer communication practices and generates better work satisfaction and organizational commitment among employees. Furthermore, ongoing support and resources should be available to employees to assist them in their ability to compose clear and concise messages, actively listen, and interpret non-verbal cues in digital mediated communication within the organization. These training initiatives should guide effective communication practices, including the establishment of clear goals and expectations, and encourage employees to actively engage in functional team communication and encourage employees to work together on virtual projects.

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communication. Moreover, the study emphasizes the role of leadership styles in facilitating effective computer communication. Understanding and accommodating these cultural nuances are essential for the effectiveness of computer communication practices in fostering commitment.

By considering key challenges and opportunities related to computer communication practices, an organization can optimize its communication approaches to foster higher levels of commitment. This research highlights that cultural factors in Malaysia, such as communication styles, language preferences, and power distance, influence the effectiveness of computer communication practices in shaping commitment levels and emphasizes the need for tailored strategies in the Malaysian context.

In conclusion, this research article has explored the proposal for enhancing organizational commitment through effective computer communication in Malaysian organizations. The study recognizes the significance of computer communication in shaping commitment levels and contributes to understanding the role of leadership styles and cultural factors in this context. The research also proposes that the organization can better figure out the extent to which employees’ interpersonal connections improve with the help of computer communication. In particular, workers with higher team virtual engagement are more likely to make trust in coworkers stronger as well as increase psychological safety.

4. Conclusions

To facilitate effective communication and support workers facing unique circumstances, employees may require emotional support, supervisor guidance, and encouragement. In such circumstances, employees may require emotional support, supervisor guidance, and encouragement. In particular, workers with higher team virtual settings that adapt to computer communication practices are more likely to make trust in coworkers stronger as well as increase psychological safety. In particular, workers with higher team virtual settings that adapt to computer communication practices are more likely to make trust in coworkers stronger as well as increase psychological safety.

By implementing these strategies, organizations can enhance computer communication practices in shaping commitment levels and emphasize the need for tailored strategies in the Malaysian context. The organization is proposed to continuously evaluate the effectiveness of computer communication tools that may not practice similar boundary control for every worker because of inequality across jobs and demographic groups. Regardless, heightened multitasking work and nonwork demands caused certain psychological challenges among employees. Therefore, the organization is suggested to respect employees’ time and ensure they have the opportunity to disconnect and recharge. A concentration on boundary control is also significant due to the opportunity to disconnect and recharge.
Additionally, organizations’ characteristics, including size, structure, and industry, shape the implementation and impact of computer communication practices on commitment levels. Factors such as communication goals, training, multiple communication channels, virtual collaboration, and work life balance are identified as key strategies to optimize computer communication practices on commitment levels. Malaysian organizations can create a communication environment that promotes effective computer communication practices and their impact on organizational commitment in the Malaysian context, as they promote employee engagement, collaboration, and trust.

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Overall, the findings of this research article underscore the importance of considering Malaysia’s unique cultural, economic, and social context when designing and implementing computer communication practices. By adopting the proposed strategies, organizations can foster higher levels of commitment.