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

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of the challenges, cultural dynamics, and organizational factors that influence the relationship between computer communication practices and organizational commitment in Malaysia. This study will contribute to the existing literature by addressing the specific needs and characteristics of the Malaysian context and provide practical recommendations for organizations to enhance their communication strategies and foster a greater sense of commitment among employees.

Overall, this research paper aims to bridge the gap between computer communication practices and organizational commitment in Malaysia, offering valuable insights and proposing strategies to optimize communication practices for improved organizational commitment. By aligning computer communication with the unique needs and dynamics of Malaysian organizations, this study seeks to contribute to the broader understanding of how technology-mediated communication can enhance employee commitment and organizational success.

2. Literature Reviews

2.1 Key Challenges and Opportunities

The key challenges and opportunities related to computer communication practices in the Malaysian workplace can significantly impact organizational commitment. Understanding these factors is essential for developing effective strategies to enhance commitment. Some of the main challenges and opportunities include:

1. Technological Infrastructure: The availability and accessibility of technology infrastructure can affect the adoption and effectiveness of computer communication practices. Access to digital resources has now become a privilege reserved for countries capable of investing in advanced information and communication technology procurement. Developing nations, which have faced challenges in meeting the requirements for essential information and communication technology infrastructure and services, risk being left behind [4]. While urban areas in Malaysia generally have well-developed technological infrastructure, rural areas may face limitations in terms of internet connectivity and access to digital devices. Even though Malaysia boasts a commendable score of 91.7% based on a report by the [5] for household internet access, the problem of the digital divide persists, 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 [6]. It has been noted that addressing the shared challenges related to access and socio-economic development in communities requires the strategic implementation of policies at the central level, as well as the practical implementation of actions at the local level [7]. A digital divide, as defined, refers to an inequity in economic and social terms when it comes to accessing, utilizing, or experiencing the effects of information and communication technologies [7]. In such instances, the emerging phenomenon of globalization introduces a fresh aspect to existing disparities and inequalities in digital access [4]. Thus, addressing these infrastructure disparities is crucial to ensure equal participation and engagement in computer communication practices, thus positively impacting organizational commitment.

2. Communication Overload: With the increasing reliance on digital communication platforms, employees may experience communication overload. Excessive emails, instant messages, and notifications can lead to information overload, decreased productivity, and increased stress levels. Communication overload transpires when the number of received messages surpasses the user's capacity to effectively handle or fully comprehend their significance [8]. Excessive information and communication overload pose challenges in time management [9]. Extended work hours contribute to work-family conflicts and diminished job performance [10]. Employees are required to invest additional time and effort in comprehending technical aspects and completing tasks [11]. System modifications can sometimes impede efficiency, leading to longer troubleshooting periods and employee dissatisfaction, ultimately resulting in reduced productivity [11]. Furthermore, individuals need to allocate more time to learn and adapt to new information and communication technologies. Multitasking also consumes additional time, leading to increased role stress and decreased job productivity [11]. The utilization of digital communication has enhanced communication functionalities like connection awareness and constant accessibility, thereby exacerbating communication overload. In general, communication overload contributes to work overload, which signifies the quantity and complexity of tasks that pertains to the capacity to achieve a certain level of performance [10]. Therefore, managing communication effectively and implementing strategies to streamline and prioritize messages can alleviate these challenges and contribute to a positive communication environment that fosters organizational commitment.

3. Work-life Balance and Boundaries: The prevalence of computer communication has led to blurred boundaries between work and personal life, affecting work-life balance. Research indicates that information and communication technologies significantly shape individuals' work-life experiences by blurring the boundaries between their professional and personal domains [12]. According to work-life boundary theory [13], conflict arises when there is an incongruence between work and personal boundaries. Specifically, the use of digital technologies can contribute to incongruence for individuals who prefer to keep these domains separate (segmenters), leading to increased work-life conflict. Segmenters may experience distress when work encroaches upon a family time, while integrators are more accepting of integrating work into their personal lives. The perceived intensity of information and communication technologies is higher among segmenters, and there

is a correlation between the number of information and communication technologies devices provided by employers and perceived information and communication technologies intensity at the workplace. Information and communication technologies can keep employees connected to their organizations, regardless of their personal preferences. To improve work-life balance, organizations should consider implementing flexible work hours for continuous connectivity, considering individuals' boundary preferences. Additionally, organizations should provide realistic job previews for candidates, especially if they have a culture of after-hours connectivity. These measures will help individuals who do not thrive in such environments make informed decisions about joining such organizations. Organizations can seize the opportunity to establish policies and practices that promote work-life balance, encourage digital detoxes, and respect employees' personal time, ultimately influencing their commitment positively.

4. Collaboration and Innovation: The introduction of new technologies in the workplace, including collaborative and social networking features, allows for enhanced collaboration and knowledge sharing. Virtual teams, online collaboration tools, and digital platforms enable cross-functional communication and foster a sense of collective commitment. [14] emphasized the importance of flexible and multidisciplinary team collaboration in achieving digital transformation goals. They identified cross-functional and innovative 'Nina team' as key drivers of digital transformation, bringing together professionals from diverse backgrounds to provide digital support for multiple projects. Additionally, organizations have established digital hubs to facilitate idea-sharing and collaboration on digital solutions within teams. However, there are challenges that need to be addressed. Resistance from senior leaders and managers, conflicts between departments regarding digital transformation strategies, and the slow rate of change and employee turnover are significant obstacles [15]. Despite these challenges, collaboration remains essential for organizational functioning and the quality of collaborative work practices. The introduction of new digital communication tools should focus on facilitating information flow, idea sharing, and task integration without adding unnecessary complexity. The ability for teams to work virtually across different platforms has increased, leading to efficient knowledge sharing, improved information flow, coordinated tasks, and increased transparency. Flexible and cross-functional teams play a key role in facilitating collaboration and contributing to digital transformation goals [16]. Additionally, structural mechanisms such as digital hubs and internal digital experts provide resources and expertise to support innovation within teams. It is important to address communication and collaboration challenges to prevent resistance to digital transformation efforts. Leveraging these opportunities can strengthen organizational commitment and drive innovation.

Understanding and addressing these challenges and opportunities related to computer communication practices in the Malaysian workplace can profoundly impact organizational commitment. By mitigating challenges and capitalizing on opportunities, organizations can create a communication environment that fosters commitment, engagement, and overall organizational success.

2.2 Cultural Factors in Malaysia

Cultural factors in Malaysia play a significant role in influencing the effectiveness of computer communication practices in fostering organizational commitment. These cultural factors shape employees' attitudes, behaviors, and communication preferences, ultimately impacting their commitment to the organization.

Malaysia, as a multicultural country with diverse ethnic groups, possesses distinct communication styles and etiquettes associated with each group. For instance, Malay culture places emphasis on politeness, indirect communication, and respect for authority, while Chinese and Indian cultures may have their own communication norms. These cultural disparities can impact the clarity, tone, and interpretation of digital messages, potentially leading to miscommunication or misunderstandings. Research indicates that individuals from a particular culture can only comprehend approximately 80% to 90% of messages conveyed by their fellow natives, implying a potential distortion or misunderstanding of around 10% to 20% [17]. When communication occurs in a second language, the likelihood of meaning distortion or loss increases, especially for individuals with limited proficiency in that language. Despite English being prevalent in business settings, Malay remains the official language in Malaysia. Consequently, employing a second language during business discussions carries a significant risk of message distortion. Moreover, cultural differences in behavior tend to be implicit and challenging to identify. When foreign trade partners exhibit different non-verbal signals, there is a high probability of misinterpretation by the other party, who remains unaware of the resulting mistakes [17]. Therefore, organizations must comprehend and accommodate these cultural nuances to ensure effective communication and foster commitment. Malaysia is a multilingual society, with Malay, Chinese dialects, Tamil, and English being commonly spoken languages. Language preferences and proficiency can influence computer communication practices. Language barriers can present challenges in understanding and expressing ideas, particularly in written communication. Organizations can address these challenges by promoting language inclusivity, offering language support, and encouraging the use of translation tools to facilitate effective communication across language differences.

Malaysian culture is characterized by a high-power distance, which entails a strong emphasis on authority and hierarchical structures. These cultural traits have implications for communication dynamics within organizations. In digital communication settings, employees may hesitate to express their opinions or provide feedback to superiors,

resulting in a lack of engagement and commitment. On one hand, individuals with high-power distance exhibit less interaction within the organizational context. Conversely, those with high power distance tend to have lower levels of communication openness, impeding the exchange of information [18]. In high-power distance situations, individuals strive for acceptance from others [19]. They view their superiors as authorities and perceive themselves as less powerful, leading to heightened fear of authority. Both subordinates and superiors in high-power distance societies tend to rationalize inequalities related to ability, merit, or resource distribution [20]. When individuals perceive their superiors as superior, they naturally regard them as authorities, reinforcing the fear of authority in such societies. To enhance commitment, organizations should cultivate a communication culture that encourages open dialogue, participation, and inclusivity, regardless of hierarchical positions.

Malaysian culture tends to be collectivistic, emphasizing group harmony and cooperation. This cultural orientation can influence computer communication practices by promoting collaboration, teamwork, and consensus-building. Digital platforms that facilitate group discussions, virtual team meetings, and shared decision-making can be particularly effective in fostering commitment among Malaysian employees who value teamwork and group cohesion. Malaysian culture also places importance on maintaining face and avoiding direct confrontation or conflict. In computer communication, employees may be more inclined to avoid expressing disagreements or raising concerns openly, which can hinder effective problem-solving and decision-making. Organizations can encourage a safe and respectful digital communication environment that allows for constructive feedback, open dialogue, and conflict resolution to support commitment-building efforts.

Understanding and adapting to these cultural factors are essential for organizations to effectively leverage computer communication practices in fostering organizational commitment in Malaysia. By recognizing 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 organizational success.

2.3 Role of Leadership Styles

Leadership styles play a crucial role in facilitating effective computer communication and enhancing organizational commitment in the Malaysian context. Different leadership styles can impact the communication climate, employee engagement, and commitment levels within organizations. According to [21], effective and meaningful leadership characteristics impacted positive responses from the top management team of the organizations on employees' performance.

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' performance beyond expectations, can be more helpful, and beneficial in developing workers' competency to essentially motivate them [22]. In the context of computer communication, transformational leaders can leverage digital platforms to communicate their vision effectively, provide feedback and recognition, and create a positive work environment that promotes commitment. They can utilize technology to engage employees, promote collaboration, and empower them to contribute their ideas and expertise, leading to higher levels of commitment. [23] found that leaders are the key players in the formation of a digital culture whereby they require to develop associations with various and scattered stakeholders and concentrate on facilitating collaborative processes in complex settings while simultaneously recognizing ethical considerations.

Participative leaders involve employees in decision-making processes and encourage their active participation in organizational matters. In the context of computer communication, participative leaders can leverage digital platforms to engage employees in virtual discussions, seek their input, and involve them in problem-solving. Improving leadership effectiveness is according to the enhancement of organizational adaptation and worker perceptions of leading characters, in addition to other psychological empowerment determinants [1]. By actively involving employees in decision-making and valuing their contributions, participative leaders enhance commitment and foster a sense of ownership among employees.

Supportive leaders provide guidance, empathy, and support to their employees. In the context of computer communication, supportive leaders can use digital platforms to provide timely and constructive feedback, offer virtual mentorship, and address employee concerns or challenges. They create a supportive communication environment that encourages open dialogue, trust, and psychological safety, which enhances employee commitment. Leaders should play a key actor to demonstrate good support behavior through transparent communication and by caring for constant participation in computer communication practices [21].

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.

Specifically, the leaders that used meaning-making language to strengthen the organizational values, culture, and purpose; empathetic language to demonstrate care, appreciation, and concern; and direction-giving language to explain expectations and tasks; tended to show a higher level of trust from the workers to the leaders and organization as a whole [24]. Transparent communication regarding organizational goals, strategies, and decision-making processes helps employees feel informed and involved, leading to increased commitment.

Leaders who are adaptable and tech-savvy can effectively navigate the digital landscape and leverage computer communication tools. They stay updated on technological advancements, explore new communication platforms, and model effective digital communication practices. Their proficiency in using technology and adaptability to changing communication trends create a culture of innovation, continuous learning, and agility, which positively impacts commitment. Therefore, it needs management leadership competency and a set of human skills to be successfully performed in computer communication practices [25].

Leaders serve as role models for employees, and their behaviors and actions significantly influence commitment levels. In the context of computer communication, leaders who demonstrate active participation, responsiveness, and accountability through digital platforms set an example for employees to follow. By building trust through consistent and transparent communication, leaders can foster a sense of commitment among employees. An efficient leadership style would enhance the effectiveness of business operations. In a study in Dubai, the transformational leadership style could speed up the smart city policy stages when implementing the smart city agenda [26]. In addition, the leadership style of transformational and transactional determines success in knowledge infrastructure activities, including computer communication [27]. However, from both leadership styles, the influence of transformational leadership is significantly stronger in Slovenija.

In the Malaysian context, where cultural values and hierarchical structure are influential, leadership styles that promote open communication, inclusivity, and employee empowerment can effectively facilitate computer communication practices and enhance organizational commitment. By embracing appropriate leadership styles and leveraging digital platforms, leaders can create a positive communication climate, foster employee engagement, and strengthen commitment within Malaysian organizations. Furthermore, the study involves 203 respondents from oil and gas companies in Malaysia, supporting the role of leadership styles in managing technological changes in organizations [28].

2.4 Organizational Characteristics

Organizational characteristics such as size, structure, and industry can shape the implementation and impact of computer communication practices on organizational commitment in Malaysia. These characteristics influence the organizational context and dynamics, which in turn affect how computer communication practices are implemented and their impact on commitment.

In larger organizations, computer communication practices are often more complex due to the size and diversity of employees. CMC technology such as video-conferencing or email can lessen the adverse consequences of socio-cultural diversity in a diverse virtual team because of their reductive constraints such as time or distance [29]. Essentially, the practical use of computer communication practices is beneficial for diverse teams due to this reason. 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 support systems. The impact on commitment can vary, with larger organizations needing to establish effective communication strategies to ensure employees feel connected, valued, and engaged.

Small and Medium-sized Enterprises (SMEs) may have fewer layers of hierarchy and a more informal communication structure. This can facilitate more direct and open communication among employees. Computer communication practices in SMEs may be more agile and flexible due to fewer bureaucratic constraints. Generally, SMEs apply for flexible work when they are more convenient for developing their external orientation toward customers, suppliers, and the entrance into new digital markets [30]. The impact on commitment can be significant, as employees in SMEs may have closer relationships with colleagues and leaders, leading to a stronger sense of commitment.

Organizations with traditional hierarchical structures may have more formal communication processes and top-down information flow. Computer communication practices in these organizations may be influenced by the vertical reporting lines and the need for information to flow through formal channels. The impact on commitment can be affected by the effectiveness of upward communication and the degree of employee involvement in decision-making processes. Upward communication stimulates cooperation and gains support from superiors [31]. Upward communication allows workers to express their perceptions about work tasks and other organizational procedures.

Organizations with flat or decentralized structures encourage more horizontal and cross-functional communication. Computer communication practices in these organizations may promote collaboration, knowledge sharing, and open communication across departments. The analysis from [1] showed that knowledge sharing impacted the firm's strategy. The impact on commitment can be positive, as employees have more opportunities to engage with colleagues, contribute ideas, and feel valued for their expertise. [1] added that communication and knowledge-sharing technology work in organizational cultures that depend on trust instead of just fear. It is because knowledge sharing through computer communication practices forms more confidence, improves organizational learning, opens channels of communication, and inspires information sharing [1].

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 a higher dependence on virtual collaboration tools, remote work, and continuous learning. The impact on commitment can be significant, as effective computer communication practices facilitate knowledge exchange, innovation, and professional growth. [32] justified

that numerous industries are taking vital initiatives to leverage computer communication practices into better services and financial benefits.

Industries with more traditional or manufacturing-oriented operations may have different communication needs and practices. Computer communication practices in these industries may focus on operational efficiency, task coordination, and performance tracking. The impact on commitment can be influenced by the alignment of computer communication practices with employees' job roles and the degree to which technology supports their work processes.

Understanding the organizational characteristics specific to size, structure, and industry is crucial for tailoring computer communication practices to enhance organizational commitment in Malaysia. By considering these characteristics, organizations can design and implement computer communication strategies that align with the unique needs and dynamics of their workforce, ultimately promoting engagement, collaboration, and commitment among employees.

3. Discussions

To optimize computer communication to foster higher levels of commitment, organizations can implement the following strategies:

1. Establish clear communication goals and expectations: The management team must establish clear goals and expectations to cultivate effective organizational communication [33]. By clearly defining these objectives, the organization can underscore the significance of computer-mediated communication in promoting commitment [34]. Emphasizing desired outcomes, such as heightened collaboration, knowledge dissemination, and employee engagement, will serve to communicate the desired impact of computer communication within the organization [33]. Furthermore, [33] highlights the necessity for exemplary computer communication practices to exist concurrently among the organization, its leaders, and colleagues.

2. Provide training and support: [35] highlighted that it is recommended to provide comprehensive training programs to enhance employees' proficiency in this domain to optimize computer communication capabilities within the organization. These training initiatives should guide effective communication practices, including the ability to compose clear and concise messages, actively listen, and interpret non-verbal cues in digital communication [35] [36]. Furthermore, ongoing support and resources should be available to assist employees in navigating and effectively utilizing digital communication tools [35]. By adopting an integrated approach that incorporates training employees in new computer communication skills, organizations can position themselves to reap the substantial benefits of digital workplaces [36].

3. Foster a culture of open communication: In order to foster a conducive environment for effective computer-mediated communication, it is recommended that the organization actively promotes a culture that values and encourages open communication that emphasizes the significance of sharing ideas, providing feedback, and expressing concerns through digital channels [37]. Furthermore, encouraging employees to actively engage in virtual discussions, ask questions, and offer constructive input can contribute to a more vibrant communication culture and establish a safe and inclusive environment where diverse opinions are respected and appreciated [38]. According to [37] and [38], fostering an open communication culture enhances the efficiency of computer communication practices and contributes to higher levels of job satisfaction and organizational commitment among employees. Additionally, [39] explained that an open communication culture improves the efficiency of computer communication practices and generates better work satisfaction and organizational commitment among employees.

4. Use multiple communication channels: several vital strategies should be employed to optimize computer-mediated communication within the organization. First, organizations should utilize a variety of communication channels to cater to different communication needs and preferences [25]. This may include email, instant messaging, video conferencing, project management tools, and collaboration platforms. By offering a range of channels, employees can choose the most suitable option for their specific communication requirements. Second, organizations should leverage computer communication tools to foster virtual collaboration and teamwork [40]. This can be facilitated through the implementation of project management platforms, shared document repositories, online collaboration tools, and joint problem-solving platforms. Encouraging cross-functional team communication and virtual collaboration on projects and initiatives can enhance trust and psychological safety among employees [40]. By adopting these strategies, organizations can create an environment that promotes effective communication and collaboration in the digital workplace.

5. Foster virtual collaboration and teamwork: The organization is proposed to utilize computer communication tools to facilitate virtual collaboration and teamwork. Project management platforms, shared document repositories, online collaboration, and joint problem-solving could be implemented. The organization can also promote cross-functional team communication and encourage employees to work together on virtual projects

and initiatives. 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 [40].

6. Encourage regular and timely communication: To facilitate effective communication and support workers facing psychological challenges, it is crucial for organizations to promote regular and timely communication [41]. In such circumstances, employees may require emotional support, supervisor guidance, and encouragement, highlighting the significance of ensuring timely, frequent, and transparent communication [42]. Therefore, the organization should prioritize promoting regular and timely communication through computer-mediated channels. One approach to encourage effective communication is urging employees to respond promptly to messages, emails, and requests, enabling efficient information exchange within the organization [42]. Establishing guidelines for response times can help set clear expectations regarding availability and response times, fostering a culture of responsiveness and accountability among employees [41].

7. Promote recognition and feedback: Computer communication tools can be used to provide timely recognition and feedback to employees. Achievements, acknowledging contributions, and providing constructive feedback can be celebrated through digital platforms. The organization is proposed to recognize and appreciate employees' efforts publicly to boost morale and foster a sense of commitment. Additionally, recognition and other possible tangible and intangible rewards can be applied to improve both motivation and commitment when the workers attained assigned goals [43].

8. Foster work-life balance and boundaries: The organization is proposed to encourage employees to maintain a healthy work-life balance by setting boundaries around computer communication. They can promote digital detoxes, designate non-working hours, and encourage employees to take breaks from computer-mediated communication. The organization also 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 policies that may not practice similar boundary control for every worker because of inequality across jobs and demographic groups [44]. Regardless, heightened multitasking work and nonwork demands caused certain workers to feel even less in control, adversely impacting mental health and families [45]. Therefore, [46] proposed that the organization can better figure out the extent to which employees' interest in hybrid working is parallel with the organization's objectives as they may need to restructure access to computer communication practices.

9. Lead by example: Leaders should lead by example in their computer communication practices. They should demonstrate active participation, responsiveness, and transparency in digital communication. In addition, it is suggested that the organization encourage leaders to regularly communicate organizational updates, share their insights, and actively engage with employees through computer-mediated channels. By modeling effective computer communication, leaders can inspire and motivate employees to do the same. Thus, leaders require to contribute to upskilling workers as part of the initiatives to support and motivate them through highly demanding challenges in computer communication practices [23].

10. Evaluate and adapt: The organization is proposed to continuously evaluate the effectiveness of computer communication practices in fostering commitment. It is suggested that the organization seek feedback from employees on their communication experiences and identify areas of improvement. They must stay updated on technological advancements and evolving communication trends to adapt and optimize computer communication strategies accordingly.

By implementing these strategies, organizations can enhance computer communication practices and create an environment that fosters higher levels of commitment among employees.

4. Conclusions

In conclusion, this research article has explored the proposal for enhancing organizational commitment through effective computer communication practices in Malaysian organizations. The study recognizes the significance of computer communication in shaping commitment levels and emphasizes the need for tailored strategies in the Malaysian context. By considering key challenges and opportunities related to computer communication practices, cultural factors, leadership styles, and organizational characteristics, 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 fostering commitment. Understanding and accommodating these cultural nuances are essential for promoting inclusive and meaningful communication. Moreover, the study emphasizes the role of leadership styles in facilitating effective computer

communication and enhancing organizational commitment. Transformational, participative, and supportive leadership styles are particularly effective in the Malaysian context, as they promote employee engagement, collaboration, and trust. 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 for fostering higher levels of commitment.

Overall, the findings of this research article underscore the importance of considering Malaysia's unique cultural, leadership, and organizational dynamics when designing and implementing computer communication practices. By adopting the proposed strategies, Malaysian organizations can create a communication environment that promotes commitment, engagement, and overall organizational success. This research contributes to the growing body of knowledge on effective computer communication practices and their impact on organizational commitment in the Malaysian context, providing valuable insights and guidance for practitioners and researchers alike.

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