

UPM
UNIVERSITI PUTRA MALAYSIA
BERILMU BERBAKTI

**ORGANISATIONAL IDENTIFICATION AND JOB AUTONOMY AS
MEDIATORS ON THE RELATIONSHIP BETWEEN INTERNAL
COMMUNICATION AND EMPLOYEE ENGAGEMENT IN MEDIA
ORGANISATIONS**

By

NUZATUL SHIMA BINTI SULAIMAN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

February 2024

FBMK 2024 22

All material contained within the thesis, including without limitation text, logos, icons, photographs, and all other artwork, is copyright material of Universiti Putra Malaysia unless otherwise stated. Use may be made of any material contained within the thesis for non-commercial purposes from the copyright holder. Commercial use of the material may only be made with the express, prior, written permission of Universiti Putra Malaysia.

Copyright © Universiti Putra Malaysia



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment
of the requirement for the degree of Doctor of Philosophy

**ORGANISATIONAL IDENTIFICATION AND JOB AUTONOMY AS
MEDIATORS ON THE RELATIONSHIP BETWEEN INTERNAL
COMMUNICATION AND EMPLOYEE ENGAGEMENT IN MEDIA
ORGANISATIONS**

By

NUZATUL SHIMA BINTI SULAIMAN

February 2024

Chairman : Associate Professor Zulhamri bin Abdullah, PhD
Faculty : Modern Languages and Communication

Employee engagement depends upon the communication environment and the support they receive from their management, supervisors, and co-workers. Literature has proven that the internal communication environment develops greater perceptions of support, strong identification, and independence, leading employees to be progressively engaged in accomplishing the organisation's goals. Despite numerous studies demonstrating the linkages between internal communication, organizational identification, and job autonomy as crucial factors affecting employee engagement, limited empirical research has investigated their interdependent relationship. The relationship needs further explanation because the organisations' concern for employees' thoughts and suggestions and listening to them significantly impacts how they feel about the organisation and contribute their best in return. Therefore, this study aimed to examine the significant relationship between internal communication characteristics (i.e. symmetrical communication, transparency, and consistency) and employee engagement with the mediating effects of organisational identification and

job autonomy. In particular, a conceptual framework that integrated internal communication characteristics with organisational identification, job autonomy, and employee engagement was proposed. This study focused on internal communication in media organisations due to the need for more knowledge in the research area of internal communication concerning employee engagement in the media organisation's context. This study used the quantitative approach, based on a stratified random sampling technique, and engaged 263 respondents in print, broadcast, and digital media companies in Klang Valley and media outlets in state cities. This study expanded Karanges et al.'s model based on the integration theories of Social Exchange, Human Resources Theory Y, Social Identity, and Self-Determination. Methodologically, this study contributes to the literature by expanding the usage of PLS-SEM analysis in the social sciences discipline, specifically in the internal communication field. PLS-SEM was used to examine the relationship between these constructs according to five hypotheses. The results revealed that out of the three characteristics, only symmetrical and consistent communication are related to employee engagement, while organisational identification is the only mediator that significantly influences the impact of internal communication on employee engagement. Interestingly, this study demonstrated that the insignificant results of transparent communication and job autonomy are essential for improving a journalistic working environment in media organisations. Moreover, in terms of practical contribution, this study's conceptual model can be helpful to editors and media leaders formulate strategies to communicate effectively with subordinates and build up a well-engaged workforce that provides a comparative advantage. Regarding policy implications, the model could help owners of media organisations embrace transparency, generate trust, and increase subordinates' satisfaction with autonomy,

which, in return, fosters their engagement with work and organizations. Last but not least, the government's policymakers may refer to the input of media autonomy from this study to support establishing the Media Council, which will act as a transparent and independent self-regulatory body for the industry in ensuring responsibility and inclusive news reporting.

Keywords: Employee Engagement, Internal Communication, Job Autonomy, Malaysian Media Organisations, Organisational Identification

SDG: GOAL 10: Reduced Inequalities, GOAL 12: Responsible Consumption and Production, GOAL 16: Peace, Justice and Strong Institutions

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

IDENTIFIKASI ORGANISASI DAN AUTONOMI PEKERJAAN SEBAGAI PENGANTARA DALAM HUBUNGAN ANTARA KOMUNIKASI DALAMAN DAN PENGLIBATAN PEKERJA DALAM ORGANISASI MEDIA

Oleh

NUZATUL SHIMA BINTI SULAIMAN

Februari 2024

Pengerusi : Profesor Madya Zulhamri bin Abdullah, PhD
Fakulti : Bahasa Moden dan Komunikasi

Penglibatan pekerja bergantung pada persekitaran komunikasi dan sokongan yang mereka terima daripada pihak pengurusan, penyelia dan rakan sekerja mereka. Sorotan kajian telah membuktikan persekitaran komunikasi dalaman membangunkan persepsi yang lebih kukuh mengenai sokongan majikan, identifikasi organisasi dan autonomi pekerjaan dan berupaya mempengaruhi penglibatan pekerja untuk terlibat secara progresif, bermotivasi dan komited dalam mencapai matlamat organisasi. Walaupun banyak kajian menunjukkan kaitan komunikasi dalaman, identifikasi organisasi dan autonomi pekerjaan sebagai komponen penting yang mempengaruhi penglibatan pekerja, kajian empirikal yang menyelidik hubungan komponen-komponen tersebut sebagai konstruk saling bergantung masih kurang. Hubungan antara komponen tersebut memerlukan penjelasan lebih lanjut kerana keprihatinan organisasi terhadap pemikiran pekerja dan keupayaan mendengar cadangan mereka mempengaruhi persepsi pekerja terhadap majikan dan sumbangan terbaik yang mereka berikan kepada organisasi. Oleh itu, kajian ini bertujuan untuk mengkaji hubungan yang signifikan di

antara karakter-karakter komunikasi dalaman (iaitu komunikasi simetri, ketelusan dan konsistensi) dan penglibatan pekerja dengan kesan pengantaraan identifikasi organisasi dan autonomi pekerjaan. Rangka kerja konsep yang menyepadukan karakter-karakter komunikasi dalaman dengan komponen identifikasi organisasi, autonomi kerja dan penglibatan pekerja telah dicadangkan. Kajian ini memberi tumpuan kepada komunikasi dalaman dalam organisasi media kerana terdapat keperluan untuk memperluaskan lagi bidang ilmu dan penyelidikan komunikasi dalaman berkaitan penglibatan pekerja terutamanya dalam organisasi media. Menggunakan pendekatan kuantitatif dan teknik persampelan rawak berstrata, kajian ini dijalankan dengan melibatkan 263 responden dalam syarikat media cetak, penyiaran dan digital di sekitar Lembah Klang dan media di bandar-bandar. Kajian ini memperluaskan lagi penggunaan model Karanges et al. berlandaskan integrasi teori-teori seperti Pertukaran Sosial, Teori Sumber Manusia Y, Identiti Sosial dan Penentuan Kendiri. Secara metodologi, kajian ini memperluaskan lagi penggunaan analisis PLS-SEM dalam disiplin sains sosial, khususnya dalam bidang komunikasi dalaman. PLS-SEM digunakan untuk mengkaji hubungan antara konstruk yang terlibat berdasarkan lima hipotesis. Keputusan kajian menunjukkan bahawa daripada tiga ciri tersebut, hanya komunikasi simetri dan konsisten yang signifikan dengan penglibatan pekerja, manakala identifikasi organisasi adalah satu-satunya pengantara yang signifikan mempengaruhi kesan komunikasi dalaman terhadap penglibatan pekerja. Menariknya, kajian ini menunjukkan dapatan yang tidak signifikan pada ketelusan komunikasi dan autonomi pekerjaan di mana ia memberikan petunjuk penting untuk penambahbaikan dalam persekitaran kerja kewartawanan dalam organisasi media. Selain itu, dari segi sumbangan praktikal, model kajian ini dijangka dapat membantu editor dan pemimpin media merangka strategi untuk berkomunikasi secara berkesan dengan pekerja

bawahan dan membina penglibatan tenaga kerja yang komited dan berdaya kompetitif. Dari segi implikasi dasar, model ini dijangka dapat membantu pemilik organisasi media memupuk ketelusan komunikasi dalaman sebagai aspek penting dalam membina kepercayaan pekerja serta meningkatkan lagi kepuasan autonomi pekerja. Secara tidak langsung, kedua-dua aspek ini menjamin penglibatan pekerja yang tinggi terhadap kerja dan organisasi. Akhir sekali, penggubal dasar kerajaan boleh merujuk kepada input autonomi media daripada kajian ini sebagai tanda sokongan mereka terhadap cadangan penubuhan Majlis Media Malaysia yang akan berfungsi sebagai badan kawal-selia sendiri yang telus dan bebas untuk industri media dalam menjamin pelaporan berita yang bertanggungjawab dan bersifat inklusif.

Kata kunci: Autonomi Pekerjaan, Identifikasi Organisasi, Komunikasi Dalaman, Organisasi Media Malaysia, Penglibatan Pekerja

SDG: MATLAMAT 10: Pengurangan Ketidaksamaan, MATLAMAT 12: Kepergunaan dan Produktiviti yang Bertanggungjawab, MATLAMAT 16: Institusi yang Aman, Adil dan Kukuh.

ACKNOWLEDGEMENTS

I thank Allah for helping me to complete this study and giving me people who have helped me in achieving my goals.

I would like to thank the members of my supervisory committee. I thank Associate Professor Dr. Zulhamri bin Abdullah for his patience, support, and suggestions for improving the research. I also thank all the Communication Department staff for helping me conduct my study at the faculty. Moreover, I appreciate and thank all the participants who agreed to complete the questionnaire and answer the tests.

Special thanks to my best friends for their prayers for all my difficulties. My profound thanks to my loving husband and sons for supporting, understanding and encouraging me to complete my study. Thank you, my dear, for everything.

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

Zulhamri bin Abdullah, PhD

Associate Professor
Faculty of Modern Languages and Communication
Universiti Putra Malaysia
(Chairman)

Jusang bin Bolong, PhD

Professor
Faculty of Modern Languages and Communication
Universiti Putra Malaysia
(Member)

Akmar Hayati binti Ahmad Ghazali, PhD

Associate Professor
Faculty of Modern Languages and Communication
Universiti Putra Malaysia
(Member)

Moniza Waheed, PhD

Associate Professor
Faculty of Modern Languages and Communication
Universiti Putra Malaysia
(Member)

ZALILAH MOHD SHARIFF, PhD

Professor and Dean
School of Graduate Studies
Universiti Putra Malaysia

Date: 7 November 2024

TABLE OF CONTENTS

	Page
ABSTRACT	i
ABSTRAK	iv
ACKNOWLEDGEMENTS	vii
APPROVAL	viii
DECLARATION	x
LIST OF TABLES	xv
LIST OF FIGURES	xvii
CHAPTER	
1 INTRODUCTION	1
1.1 Chapter Overview	1
1.2 Background of the Study	1
1.3 Problem Statement	12
1.4 Research Questions	20
1.5 Research Objectives	21
1.6 Definition of Key Terms	21
1.7 Significance of the Study	25
2 LITERATURE REVIEW	30
2.1 Introduction	30
2.2 Development of Internal Communication Discipline	30
2.3 Multidisciplinary and Strategic Functions of Internal Communication	37
2.4 Strategic Internal Communication in the Malaysian Context	41
2.5 Strategic Internal Communication in Malaysian Media Organisations	44
2.6 Engagement and Employee Outcomes	47
2.7 Organisational Identification and Employee Outcomes	49
2.8 Job Autonomy and Employee Outcomes	52
2.9 Theoretical Framework	55
2.9.1 Underpinning Theory and Model	55
2.9.2 Social Exchange Theory	55
2.9.3 Human Resources Theory Y	57
2.9.4 Self-Determination Theory	60
2.9.5 Social Identity Theory	61
2.9.6 Karanges et al.'s internal communication-employee engagement model	63
2.10 The Proposed Conceptual Framework	65
2.11 Hypotheses Development	72
2.11.1 The Relationship between Internal Communication and Employee Engagement	72
2.11.2 The Relationship between Internal Communication and Organizational Identification	74

2.11.3	The Relationship between Organisational Identification and Employee Engagement	76
2.11.4	The Mediating Role of Organisational Identification	77
2.11.5	The Relationship between Internal Communication and Job Autonomy	78
2.11.6	The Relationship between Job Autonomy and Employee Engagement	79
2.11.7	The Mediating Role of Job Autonomy	81
3	METHODOLOGY	84
3.1	Introduction	84
3.2	Organisational Context	85
3.3	Research Design	85
3.3.1	Survey Method	88
3.4	Sampling Design Procedure	89
3.4.1	Target Population	89
3.4.2	Unit of Analysis	90
3.4.3	Sample Size	91
3.5	Data Collection Method	95
3.5.1	Sampling Method	96
3.5.2	Data Sources	99
3.5.3	Data-collecting Tools	100
3.5.4	Location and Respondents	101
3.5.5	Procedure and Confidentiality	103
3.6	Research Instrument	105
3.6.1	Questionnaire Development	105
3.6.2	Measurement Scale	106
3.6.3	Pre-Test	116
3.6.4	Pilot Test	117
3.7	Data Analysis	120
3.7.1	Justification for Selection of Structural Equation Modelling (SEM)	121
3.7.2	Preliminary Phase of Data Analysis	126
3.7.3	Second Phase of Data Analysis	133
4	ANALYSIS AND FINDINGS	149
4.1	Introduction	149
4.2	Response Rate	149
4.3	Descriptive Analysis	151
4.3.1	Profile of Respondents	151
4.3.2	Descriptive Analysis of Variables	162
4.4	Normality	186
4.5	Outliers	187
4.6	Common Method Variance (CMV)	189
4.7	Assessment of The Measurement Model	191
4.7.1	Internal Consistency Reliability	192
4.7.2	Indicator Reliability (Factor Loadings)	193
4.7.3	Convergent Validity	194
4.7.4	Discriminant Validity	198
4.8	Assessment of The Structural Model	199

4.8.1	Collinearity Assessment	200
4.8.2	Coefficient of Determination	201
4.8.3	Effect Size	202
4.8.4	Structural Model Relationship	203
4.9	Research Findings and Results	206
4.9.1	Results of Path Coefficients	207
4.9.2	Results of Mediating Effects	210
4.9.3	Summary of Hypotheses Testing Results	217
5	DISCUSSION AND CONCLUSION	218
5.1	Introduction	218
5.2	Findings and Discussion	218
5.2.1	Direct Relationship Objective 1: To examine the relationship between internal communication and employee engagement	222
5.2.2	Indirect Relationship Objective 2: To investigate the mediating role of organisational identification in the relationship between internal communication and employee engagement	225
5.2.3	Indirect Relationship Objective 3: To investigate the mediating role of job autonomy in the relationship between internal communication and employee engagement	227
5.3	Implications of Study	229
5.3.1	Theoretical Implications	229
5.3.2	Methodological Implications	233
5.3.3	Practical Implications	236
5.3.4	Policy Implications	238
5.4	Limitations of the Study and Recommendations for Future Research	242
5.5	Conclusion	244
	REFERENCES	247
	APPENDICES	266
	BIODATA OF STUDENT	323
	LIST OF PUBLICATIONS	324

LIST OF TABLES

Table		Page
2.1	Categories of Internal Communication Research Development	34
2.2	Internal Communication Research in Malaysia 2010-2022	42
2.3	Summary of Research Objectives and Hypotheses	83
3.1	The relationship between sample size and total population	93
3.2	List of Sample by Type of Media Organisations in Malaysia 2022	98
3.3	Summary of the survey distribution methods to the sample	101
3.4	Structure of Questionnaire and Sources	106
3.5	Pilot Test: Demographic Profile of Respondents (n=29)	118
3.6	Pilot Test: Reliability Summary	119
3.7	The Rules of Thumb for the selection of CB-SEM and PLS-SEM	125
3.8	The Three-step Approach to Inspecting and Cleaning Data	127
3.9	Summaries of Indices for Measurement Model Analysis using PLS-SEM	136
3.10	Six Steps for Assessing the Structural Model using PLS-SEM	139
3.11	Indices for Structural Model Analysis using PLS-SEM	140
4.1	Summary of Distributed Questionnaires	150
4.2	The Profile of Respondents (n=263)	160
4.3	The Symmetrical Characteristics of Internal Communication (N=263)	164
4.4	The Transparent Characteristics of Internal Communication (N=263)	167
4.5	The Consistent Characteristics of Internal Communication (N=263)	170
4.6	The Job Autonomy Characteristics (N=263)	172
4.7	The Cognitive Organisational Identification Characteristics (N=263)	175
4.8	The Affective Organisational Identification Characteristics (N=263)	177

4.9	The Physical Employee Engagement Characteristics (N=263)	179
4.10	The Emotional Employee Engagement Characteristics (N=263)	181
4.11	The Cognitive Employee Engagement Characteristics (N=263)	183
4.12	The Organisational Employee Engagement Characteristics (N=263)	185
4.13	Normality Test Summary	186
4.14	The Mahalanobis Distance	188
4.15	Cronbach's Alpha and Composite Reliability	193
4.16	Factor Loadings	196
4.17	Average Variance Extracted (AVE)	198
4.18	Discriminant Validity (HTMT Ratio)	199
4.19	Examination of Heterotrait-Monotrait Ratio	199
4.20	Collinearity Assessment	201
4.21	Coefficient of Determination	201
4.22	Effect Size (f^2)	203
4.23	Results of the Path Coefficient for the Direct Relationship	208
4.24	Results of Hypotheses Testing for the Direct Relationship	208
4.25	Results of the Indirect Effects and Mediation Types	213
4.26	Results of Hypotheses Testing on Mediation	215
4.27	Results of Hypotheses Testing for the Indirect/Mediation Relationships	215
4.28	Summary of the Hypotheses and Results of the Research Study	217

LIST OF FIGURES

Figure		Page
1.1	RSF World Press Freedom Index for Malaysia from 2020-2024	6
2.1	Blau's (1964) Social Exchange Theory/Model	63
2.2	Karanges et al.'s (2014) Internal Communication-Employee Engagement Model	65
2.3	The Direct Effects of Internal Communication on Employee Engagement	68
2.4	The Relationships between Internal Communication, Organisational Identification and Employee Engagement	69
2.5	The Relationships between Internal Communication, Job Autonomy and Employee Engagement	70
2.6	The Proposed Conceptual Framework	72
3.1	The Result of Sample Size Estimation	94
3.2	Phases of Data Analysis in This Study	121
3.3	Mediation analysis procedure	142
4.1	The Profile of Respondents (Gender)	152
4.2	The Profile of Respondents (Race)	152
4.3	The Profile of Respondents (Age)	153
4.4	The Profile of Respondents (Marital Status)	154
4.5	The Profile of Respondents (Qualifications)	155
4.6	The Profile of Respondents (Work Experience)	155
4.7	The Profile of Respondents (Job Positions)	156
4.8	The Profile of Respondents (Income)	157
4.9	The Profile of Respondents (Type of Organisation)	158
4.10 (a)	Illustrates the item values inside the model without the presence of the marker variable	190

4.10 (b)	Demonstrates the item values inside the model with the presence of the marker variable, indicating the (r) value is 0.005, lesser than 0.3	191
4.11	The Original Model before the Assessment of the Measurement Model	192
4.12	The Structural Model of The Research Study	205
4.13	The relationship between internal communication and employee engagement with organisational identification as a mediator	211
4.14	The relationship between internal communication and employee engagement with job autonomy as a mediator	212



CHAPTER 1

INTRODUCTION

1.1 Chapter Overview

The first chapter of this study provides an overview of the background and problem statement and then proceeds to establish research questions and objectives. Subsequent subsections delve into definitions of several key terms, incorporate a short literature review and emphasise the significance of the research.

1.2 Background of the Study

In today's competitive business world, retaining engaged employees becomes more important for organisational sustainability, productivity, and performance. As organisations tussle with the instability, uncertainty, and constant change of the business landscape post-pandemic recovery, employers should be more attentive and supportive in creating a strong bond with their employees. Superior-subordinate relationships, as a part of the strong bond, are essential in providing more ways for employers to listen, learn, and fulfil their employees' needs, which, in turn, their highly engaged employees will sustain the organisational performance, boosting productivity and even transforming the organisation.

Gallup's studies in the last three years supported the superior-subordinate relationships in the global workplace with findings that employers who do best for their employees

will have highly engaged employees with higher well-being, better retention, lower absenteeism, and higher productivity (Gallup, 2024, 2023 & 2022). Through internal communication, organisations consistently promote superior-subordinate relationships, effectively convey their values to all employees, commit them to organisational goals, and contribute to more engaged employees (Parker et al., 2019; Malik et al., 2017).

In Malaysia, employee engagement has steadily risen despite the challenges faced by businesses and the government during and after the pandemic. Mercer's study (2023) revealed that 75% of employees in Malaysia are engaged at work, which has increased slightly from 74% in 2022, the beginning year of the pandemic recovery. Qualtrics' study (2021) also indicated Malaysia has a higher rate of employee engagement than its global counterparts, where the overall levels of employee engagement in Malaysia have increased to 67% in 2020 from 54% in 2019.

The capability of Malaysian employers to draw a positive increase in employee engagement, however, at the same time, lacks two-way communication and superior-subordinate relationships as the contributing factors. Compared to other Southeast Asian countries, Malaysian employees are less favourable regarding the quality of two-way communication in superior-subordinate relationships in determining their workplace efficiency (Mercer, 2023). Likewise, the Qualtrics study (2021) showed that 80% of employees were satisfied with the opportunity to give feedback, but only 34% agreed that their company acts on feedback well.

Under-utilised internal communication and superior-subordinate relationships are of major concern in Malaysia's public and private sectors today, with superiors having a medium effect only on subordinates' level of engagement at work (Mansor et al., 2018). Superior-subordinate relationships are not strong, and communication and transformational leadership must be improved to increase employee engagement (Mustaffa et al., 2022). Companies in Malaysia need to improve communication to motivate employees to enhance their work processes and organise their thoughts and opinions per company standards (Ibrahim et al., 2021), which will improve their understanding of responsibilities and engagement to work harder and achieve the company's goals (Mansor et al., 2018).

Internal communication and superior-subordinate relationships are not only to be improved in the public and private sectors but also in Malaysian media organisations. Malaysian journalists are generally committed to their profession and satisfied with their jobs. However, as subordinates, they mostly perceive their roles as disseminators, facilitators, and interpreters of news rather than as critical observers of government and business (Tamam et al., 2012). Subjected to supporting the country's development plans and national interest (Ismail, 2021; Waheed & Hellmueller, 2021; Tamam et al., 2012), editors and media owners restrict two-way communication in the newsrooms, where journalists have little freedom in selecting the stories to work on and deciding the emphasis of the story (Tamam et al., 2012), thus, consequently affect journalists' dissatisfaction in the editor-journalist relationships and their commitment to organisations (Tiung et al., 2021; Ismail, 2021; Saleh et al., 2017).

Malaysian journalists have worked with restricted media freedom in highly controlled media systems (Saleh et al., 2017; Ismail et al., 2017; Sinclair, 2015; Tapsell, 2013) due to the country's colonialism being ruled by the same political party, Barisan Nasional (BN) since its independence in 1957 till 2018 (Waheed & Hellmueller, 2021). Between 2020 and 2022, Malaysia experienced a leadership crisis after the Pakatan Harapan (PH) government, which came to power in 2018, was ousted by Perikatan Nasional (PN) (CIJ, 2023). Since the transition of power, the Perikatan Nasional (PN) government was alleged to have widespread corruption, limitations on freedom of expression and information, and mismanagement of the COVID-19 pandemic (CIJ, 2023). The media were controlled with limited access to Parliament proceedings and several high-profile cases involving legal action against journalists and media outlets for critical reporting during the pandemic. Consequently, Malaysia's media freedom ranking slipped from 101st in 2020 to 119th in 2021, as the Reporters Without Borders (RSF) World Press Freedom Index (NUJ, 2021) reported.

After an unprecedented general election in November 2022, there was a glimmer of hope for the stability of Malaysia under the unity government between Pakatan Harapan and Barisan Nasional (CIJ, 2023). The unity government proved its commitment to supporting media freedom in line with the Malaysia Madani concept as reflected in the Reporters Without Borders (RSF) World Media Freedom Index 2023. According to the index, Malaysia has risen to 73rd out of 180 countries, compared to the year 2022 at 113 (New Straits Times, 2023). Nevertheless, for 2024, a recent RSF report recorded Malaysia's worst deterioration, dropping 34 places to 107th in the World Press Freedom Index (The Star, May 2024). The report indicates that the uncertainties faced by the Malaysian media industry continued into 2024, with

the constantly pressured Unity coalition government imposing greater controls on Malaysia's media (Zaharom Nain in Reuters Institute, June 2024).

Due to the uncertainty scenario, Malaysian media have been described as inseparably related to government control through ownership structure, rules and regulations, and a cultivated fear of political instability (Mohd. Nor et al., 2023; Ling et al., 2023; Tamam, 2012;). Its journalism system is categorised as “semi-democracy”, which is a partly democratic and partly autocratic system and as development-based practices with the normative role of journalists to embrace development journalism in supporting the country's progress towards modernisation and for the harmony of multi-ethnic relationships and national stability (Baharin et al., 2017; Waheed & Hellmueller, 2021). In principle, the media are bound to the government authority as the ultimate owners and its' rules restrict any view or attempt that can allegedly harm the harmony of multi-ethnic relationships, and national stability must be eradicated to protect the citizens (Baharin et al., 2017). In other words, government controls require journalists to be responsible for strengthening the relationships between ethnicities and shaping a conducive political culture.

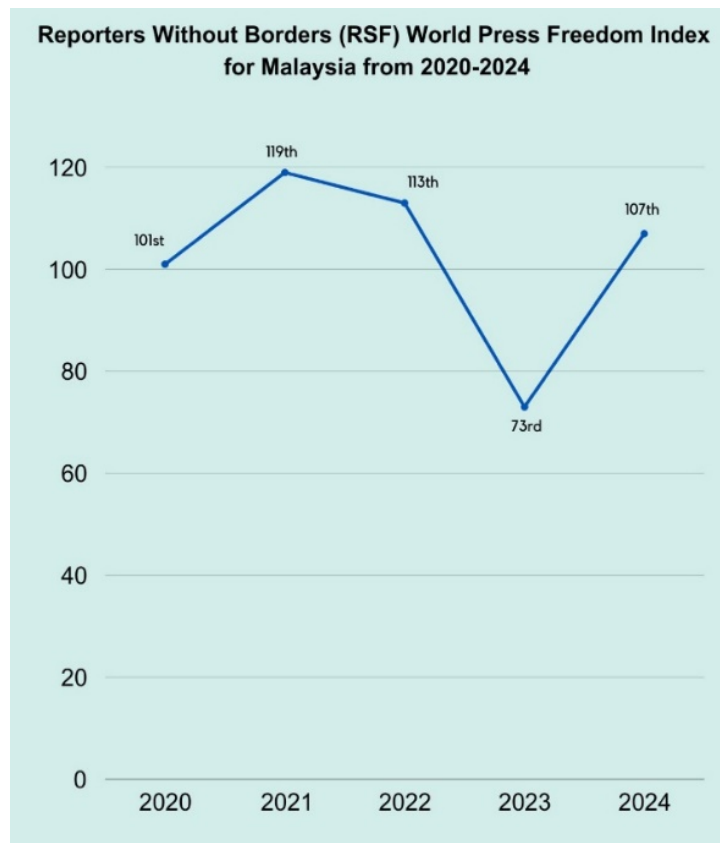


Figure 1.1: RSF World Press Freedom Index for Malaysia from 2020-2024

Due to the scenario, Malaysian media have been described as inseparably related to government control through ownership structure, rules and regulations, and a cultivated fear of political instability (Tamam, 2012; Mohd. Nor et al., 2023; Ling et al., 2023). Its journalism system is categorised as “semi-democracy”, which is a partly democratic and partly autocratic system and as development-based practices with the normative role of journalists to embrace development journalism in supporting the country's progress towards modernisation and for the harmony of multi-ethnic relationships and national stability (Baharin et al., 2017; Waheed & Hellmueller, 2021). In principle, the media are bound to the government authority as the ultimate owners and its' rules restrict any view or attempt that can allegedly harm the harmony of multi-ethnic relationships, and national stability must be eradicated to protect the

citizens (Baharin et al., 2017). In other words, government controls require journalists to be responsible for strengthening the relationships between ethnicities and shaping a conducive political culture.

Excessive controls by the Malaysian government could exert varying internal and external challenges that influence the decision-making process in the newsrooms (Tiung et al., 2021; Latif, 2015; Ismail et al., 2017). Various rules and regulations, particularly the 1948 Sedition Act, the 1972 Official Secrets Act, and the 1998 Communications and Multimedia Act are among the external challenges that have limited the freedom of the press in Malaysia (Mohd. Nor et al., 2023; Tiung et al., 2021; Ismail et al., 2017). Not only have the acts triggered the internal newsroom challenge by demotivating journalists to pursue investigative reporting (Ismail et al., 2017), but they also prevented the right of each journalist to express their own will and viewpoint and their right to obtain knowledge from others (Ling et al., 2023). This contradicts the Universal Declaration of Human Rights, which provides that everyone has the right to freedom of opinion and expression, including the freedom to hold opinions without interference and seek, receive, and impart information and ideas through any media and regardless of frontiers (Universal Declaration of Human Rights, 1948).

Making the right decisions in newsrooms is a must process that most Malaysian media newsrooms, especially the broadcast stations like RTM (TV1 & TV2), TV3, and Astro AWANI, are practising (Latif, 2015). The decisions are made through consensus by a group of reporters, senior reporters, assignment editors, editors, heads of news, and bosses with different designations in the respective organizations (Latif, 2015).

For two reasons, scholars agreed that consensus through communication in the Malaysian media newsroom is an effective method to ensure editors' and journalists' commitment to making the right decisions. First, as Faridah (1995) argued in her study on the role of stress in making decisions in Malaysian newsrooms, organizations can never be perfectly rational because each media member has a limited capacity to obtain and process information. In line with Simon (1965), she elaborated that media employees' various analytical skills in encountering limited information about choices, values, and fair considerations are necessary to provide the best results for their decisions (Tiung et al., 2021). News framing, for example, is very much influenced not only by the knowledge of journalists and editors but also their commitment through discourses in the newsroom guided by common orientation and newsroom routine, which finally, their final consensus determines the stories output and guides the audience towards certain understandings or directions (Tiung et al., 2021; Donsbach, 2004). Second, as discovered by Saleh et al. (2017), managerial interactions through regular meetings between editors and journalists, for example, in *The Star* and *Utusan Malaysia*, give opportunities for the journalists to reasonably voice out their opinions to the editorial and senior management and allow information-sharing between everyone (Allen et al., 2012). The media managers refer to the subordinates for their consensus in decision-making to determine the journalists' commitment to complete their roles and tasks (Koplowitz, 2008), where the instructions are obtained from their respective editors (Saleh et al., 2017).

The effectiveness of the two consensus factors in making the right decisions, however, has not necessarily led to improvements in Malaysian media newsrooms. According to Latif (2015), in the existing state of management consulting journalists in the

newsrooms, it is the management makes the final decision. The ideal environment where journalists have greater autonomy in decision-making rarely happens in the Malaysian newsroom scenario (Latif, 2015). Despite the country's growing democracy, the media management is exposed to covert pressure from the ruling government. Media have to give more coverage to their good things as compared to the opposition parties or otherwise, their publishing permit will be suspended or revoked by the power of the relevant Minister (Loganathan et al., 2018). Due to this, expressing journalistic opinions, beginning with determining the stories to be published by the newsrooms, is not widely encouraged in Malaysia (Waheed & Hellmueller, 2021).

Additionally, compared to top-down communication, which is more practised in Malaysian media organizations but less favourable by journalists, media management is advised to consider expanding the bottom-up or participatory approach in their organization for better communication activity in the newsrooms (Saleh et al., 2017). Through dialogic communications, journalists are given opportunities to reasonably voice out their opinions to their superiors (Saleh et al., 2017), which then minimises the social gap between them and senior management (Abugre, 2012), and, most importantly, lessens negative feelings like dissatisfaction among media employees that usually occurred due to poor communication (Proctor & Doukakis, 2003). As a result of participative communication between journalists and editors, their sense of belonging and identification with organisations is enhanced, thus contributing to more outstanding commitment in the decision-making and news production process (Ivask, 2019).

For the above reasons, journalist-editor communication and engagement in Malaysian media newsrooms must be improved accordingly. The improvement plan may begin with reinventing Malaysian media's ecosystem. As mentioned by Malaysia's prominent National Journalism Laureate Tan Sri Johan Jaaffar in his speech as a panellist at the HAWANA (National Journalists' Day) 2022 Forum entitled "Journalism 2030: Peering into the Future Media Landscape" (BERNAMA, May 2022), he urged Malaysian media practitioners to reinvent the ecosystem of their operations to be in line with the Industrial Revolution 4.0 (IR4.0) to ensure the journalism career remains relevant. In line with Tan Sri Johan, a study by Mustafa et al. (2017) demonstrated that in the constant change of newsroom operations towards the fourth revolutionary era, most Malaysian media are seen evolving and adapting to this new media environment, especially the journalists are starting to work in online environments where they can interact with editors and publish news in a just-in-time format.

In addition, another panellist from the HAWANA forum, Ahmad Murad Merican, who is also a distinguished professor in media and journalism studies, added that in the future media landscape, Malaysian journalists should not neglect the expression of their opinions either in terms of interpretations or commentaries in their news stories (BERNAMA, May 2022). In compliance with his view, Waheed and Hellmueller (2021) supported that, in a democratic-proclaimed country like Malaysia, news stories should be written representing a diversity of viewpoints in which information can be gathered freely without any governmental regulations or input on what journalists should report on. Therefore, to produce fair and balanced news reports, freedom of expressing opinions should, in the first place, be cultivated through participative and

dialogic communication practised in the newsrooms, where media employees can be actively involved in giving opinions on any changes or decisions (Russ, 2008).

While there is evidence that the voicing of journalists' opinions in their news reports is not particularly championed in Malaysia (Waheed & Hellmueller, 2021), little is known about how the voices of journalists practised in the newsrooms influence their commitment to the decision-making process. Latif's research (2015) was referred to in this study as the result of the research emphasised the interactional consensus involved in creating editor-journalist commitment in the decision-making process in three broadcast stations' newsrooms. The result is consistent with the literature that there is a significant positive relationship between internal communication and employee commitment or engagement (e.g., Krishna, 2022; Verčič et al., 2021; Parker et al., 2019; Kang & Sung, 2017; Malik et al., 2017). However, instead of exploring the voices of journalists as the mechanisms for establishing working relations in newsrooms, the study highlighted more non-communication factors that affect editors and media managers as the ultimate decision-makers. Thus, the neglected significant role of journalistic voice in the newsrooms has been the main driver of this study, accompanied by other variables that could mediate the effective relationship between internal communication and employee engagement, a higher level of commitment (Fried & Fottler, 2018).

The mediating effects of job autonomy and organisational identification in the relationship between internal communication and employee engagement among journalists and editors in Malaysian media newsrooms were investigated in this study. From the literature, there is evidence that internal communication between superiors

and subordinates makes employees more autonomous (Deci et al., 2017; Lee et al., 2021; Ivask, 2019) and intrinsically motivates them to sustain their job engagement and other positive behaviours (Deci et al., 2017). Likewise, another variable, organizational identification, mediates the efficient internal communication strategies (Neill et al., 2020; Chreim, 2002) and employees' active engagement with work (Dutton et al., 2020). Therefore, it can be predicted that both job autonomy and organisational identification are also significant in journalist-editor communication and their engagement in the newsrooms.

This research presents a study that describes the journalists' work environment in Malaysian media organisations, particularly in the newsrooms. It provides a collective understanding of journalists' and editors' communication capability and how their organisational identification and professional autonomy facilitate the dissemination of information that leads to their engagement in making decisions in the newsrooms. This study also identifies the three characteristics of internal communication: symmetrical, transparency and consistency as the mechanisms for journalists to express their opinions and journalistic voices that influence their autonomy and identification and result in their engagement in the newsrooms. In the last part of this research, problems and steps for improvement that should be taken by Malaysian media organisations and related government agencies in planning strategies and policies are discussed.

1.3 Problem Statement

In the present era of globalisation and its increasing competitive intensity, employees are considered the most crucial strategic constituency for organisations (Neessen et al.,

2019; Kim & Rhee, 2011) to stay competitive and relevant in business. Like other organisations' employees, journalists are significantly valuable to media organisations. According to Becker et al. (1979), journalists' commitment or engagement to their profession and organizations is significant for disseminating their news products while maintaining journalistic integrity (Singer, 2003) and shaping public trust in media (Zelizer, 1992).

With the advent of information technology and the growth of media organisational structures in recent decades, journalists' engagement is not only as news disseminators but also accompanied by other specific journalistic roles. In Asian developing 'semi-democratic' countries like Malaysia, journalists are highly engaged in their media roles as "interpreters," "disseminators," "analytical objectives," and "mobilizers" for their responsibilities are more to promote nation-building and advocate development journalism as shaped by the government (Tamam & Abdullah, 2015). The highly engaged roles can be seen as state apparatus that supports the country's development plans and national interest based on racial harmony, political stability, and economic growth (Ismail, 2021; Brown, 2021).

Apart from the four roles, Malaysian journalists, however, are less engaged in the last role, as "observers" or "watchdogs" since they have to abide by the laws and regulations to preserve the ethnicities' harmony and the national and political stabilities (Tamam & Abdullah, 2015; Waheed & Hellmueller, 2021). Their less engagement in the "watchdog role" does not necessarily mean they are not interested in it. It could be that their ability to observe, investigate, and critique issues is constrained by the various laws and regulations that limit press freedom in Malaysia (Tamam & Abdullah, 2015; Ling et al., 2022).

Despite the increasingly restrictive media via laws and regulations, the public's awareness and aspirations for greater democracy have led to dissatisfaction and criticism of the role of the media in Malaysian society, particularly issues related to the media's perceived lack of independence, bias, and failure to serve as a proper watchdog for democracy (Ling et al., 2023; Mohd. Nor et al., 2023; Mazumdar & Riffle; 2021). The public perceives that media and journalists are more engaged in producing news reports that are less likely to criticize the government or highlight opposition views since most Malaysian media organisations are owned or controlled by the government or political parties. Also, there is a perceived lack of in-depth investigative journalism that holds those in power accountable. The media is often seen as failing to be transparent in reports of corruption, abuse of power, and other critical issues, as laws and regulations often restrict investigative reporters from getting needed information (Ismail, 2021; Alecci, 2020). Consequently, the public may not receive a full or accurate picture of national issues, undermining the democratic process.

The government's restricted laws and regulations and media ownership are among the external pressures that have compromised journalists' role performance in engaging as free and fearless journalists (Tamam, 2012; Ismail, 2017). They often work under constant threat of legal action, which causes them to resort to self-censorship and reduce their ability to engage in investigative journalism (Ismail et al., 2017). Moreover, they are fairly committed to their profession, while their job satisfaction is mainly because of the high salary (Tamam et al., 2012), compared to the limited journalistic voice and little freedom they gain in story selection and the decision-making process in the newsroom. Consequently, they might change their profession to

the corporate communication field, or worse, they might face the stress that leads to burnout and a decrease in their engagement in producing high-quality journalism (Latif, 2015). Hence, effective solutions need to be taken by media owners, editors, and authorities to guarantee that all journalists are well-engaged and satisfied with their jobs while preserving quality journalism.

Exploring communication practices in Malaysian media newsrooms would be one of the solutions that profoundly impact journalists' engagement. The exploration complements existing research on journalists' role performance and offers new insights that are increasingly relevant in today's media environment. Despite several studies on journalists' roles have already yielded valuable insights into handling external challenges, the exploration study on journalist-editor communication practices becomes more necessary to increase journalists' engagement and overcome challenges from within the newsrooms, as argued by Tamam et al. (2012), Malaysian journalists' job autonomy and communication are always in peril, either outside or within the media organisations (Tiung et al., 2021; Ismail et al., 2017; Saleh et al., 2017; Latif, 2015).

Moreover, media and communication studies in Malaysia are primarily result-oriented papers in the context of political economy (Pyng et al., 2016), and little is known about journalists' professional roles (Waheed & Hellmueller, 2021; Mellado, 2015; Tamam, 2012) and their journalistic voice (Waheed & Hellmueller, 2021). While there is evidence that the voicing of journalists' opinions in their news reports is not particularly championed in Malaysia (Waheed & Hellmueller, 2021), little is known about how the voices of journalists practiced in the newsrooms influence their

engagement in the decision-making process. To produce fair and balanced news reports, freedom of expressing opinions should, in the first place, be cultivated through participative and dialogic communication practised in the newsrooms, where media employees can be actively involved in giving opinions on any changes or decisions (Saleh et al., 2017; Russ, 2008). Creating an engaged environment where the voices of journalists, editors, photographers, and the whole team are heard for making the best decisions will lead to more comprehensive reporting and ensure fair coverage. Thus, this study is conducted to attain empirical data about the actual level of engagement among journalists in Malaysian media newsrooms for responsible entities like editors and media owners to ensure all journalists are highly engaged and satisfied with their jobs.

In light of employee engagement, prominent studies proved that there are many factors of its influence, and the most frequent variable is internal communication (Krishna, 2022; Verčič et al., 2021; Kang & Sung, 2017; Ruck & Welch, 2012). Successful employers often consistently promote and improve their internal communication because they effectively convey the organisation's values to all employees, commit them to the organisational goals, and contribute to more engaged employees (Parker et al., 2019). Employers' concern for employees' thoughts and suggestions and listening to them significantly impact how they feel about the organisation and contribute their best in return. However, in the increasing awareness of modern organisations turning to employees as their strategic constituency (Lee et al., 2021; Kim & Rhee, 2011), it is found that little attention has been given to what employees need their organisation to communicate (Verčič & Vokić, 2017; Ruck & Welch, 2012). Employers mostly do well at communicating about the business rather than

communicating to employees about what is happening (Haumer et al., 2021; Truss et al., 2006) and giving feedback on their performance and productivity (Rajalingam et al., 2015; Towers Watson, 2010). These communication inadequacies have created uncertainty within the organisation (Atouba, 2021) and made the employees hardly identify with its goals as they would feel they are an integral part of the organisation (Atouba, 2018). Thus, this research needs to be carried out to discover the characteristics of internal communication, i.e. two-way, consistent, and transparent communication, that employees look forward to from employers in fostering their sense of belonging and identifying with organisational goals, which, in turn, enhances their engagement.

This study also extends previous research on the relationship of quality superior-subordinate communication with employees' strong organisational identification that positively impacts employee engagement. The issue of identification has emerged as a significant concern for organisations due to the challenges associated with establishing a distinctive presence in a highly competitive and chaotic environment, as well as the deterioration of traditional organisational boundaries (Dobusch & Schoeneborn, 2015; Cheney & Christenson, 2001). Establishing a distinct organisational identity and fostering a stronger sense of attachment among employees necessitates implementing efficient internal communication strategies (Neill et al., 2020; Chreim, 2002) and resulting in active engagement among employees who work with full motivation and commitment in achieving organisational goals (Dutton et al., 2020).

A media organisation is one work environment where internal communication and organisational identification can contribute to a higher level of journalists' engagement. The media are commonly seen as accountable for communicating news to an assortment of external publics; however, there is an absence of data regarding how media owners communicate with their journalists and how they identify with their organisations' internal workings.

Like any corporate company, media organisations must create a working environment where their superiors and subordinates - the editors and journalists, are in constant conversation and well-engaged before connecting with audiences. Constant communication is particularly crucial in the newsroom, where a group of editors and journalists makes the decision-making process by consensus to produce accurate, timely, and compelling news reports (Latif, 2015). In return, media organisations would increase productivity (Darrough, 2013) while a strong connection created among editors and journalists that comprises 'the collectively constructed and continuously renegotiated understanding among the members of an organisation of "who-we-are"' (de Bruin 2000, 2004 as cited in Wiik, 2009) would increase their loyalty towards organisations. In the context of internal communication study, research has explored the correlation between internal communication, employee engagement, and organizational identification; however, those studies did not explore much the effectiveness of organisational identification as a mediating factor contributing to higher levels of journalists' engagement in the newsrooms. Thus, this research is implemented to prove the assumption that organisational identification can be used as the mediating factor in the relationship between journalist-editor communication and their engagement in the newsrooms.

Apart from perceived good communication with editors and their identification with the participative role as a reliable information source (Chung & Nah, 2022; Booze, 2019), journalists should also possess professional autonomy that can facilitate the dissemination of trustworthy and verifiable information to the masses (Workneh, 2020). By working independently with proper coaching and constructive feedback from their editors (Ivask, 2019), journalists would effectively adapt their journalistic professionalism and managerialism in the newsroom (Wiik, 2019). This constructive feedback through transparent communication helps journalists to be more autonomous and efficient (Lee et al., 2021; Ivask, 2019). More importantly, they will be more involved and engaged in the interactional consensus by voicing their opinions without fear, resulting in better newsroom decisions (Latif, 2015). Thus, this study also explores the significant role of job autonomy in mediating the effects of the relationship between journalist-editor communication and their engagement in the newsrooms.

Generally, previous scholars have researched internal communication, employee engagement, organisational identification, and job autonomy. However, neither studies in internal communication nor journalists' communication behaviour have directly unified all the variables under the same framework. This relationship deficiency may constrain our understanding of internal communication, organisational identification, and job autonomy's behavioural outcomes, contributing to better media employee engagement. The lack of theoretical underpinning also limits insights into comprehending the factors for the internal communication roles that can be manipulated to impact employee engagement. The study of journalists' autonomy, particularly, has garnered substantial theoretical and practical attention; however, its

relationship with journalist-editor communication and the level of autonomy journalists demonstrate in their professional engagement has been subject to insufficient investigation. This is because the existing literature only examines communication practices in corporations and organisations rather than in newsrooms and media organisations. In Malaysia, particularly, there is a pressing need for internal communication and superior-subordinate relationships to be improved not only in the public and private sectors but also in media organisations. Much research has also been done on media roles and journalism practices in the context of the Malaysian socio-political environment; however, most of it neglects the significant roles of journalistic voices in making decisions in the newsrooms.

Thus, from the gaps in previous findings, the researcher considers it imperative to research the correlation between internal communication, organisational identification, job autonomy, and employee engagement within Malaysian media organisations since the potential improvements in their relationships may improve the quality and efficiency of newsrooms' strategies in enhancing journalists' engagement and productivity.

1.4 Research Questions

In line with what has been discussed, this research endeavours to examine the following inquiries:

1. Is there any significant relationship between internal communication and engagement among Malaysian media journalists participating in this study?
2. What are the internal communication characteristics of Malaysian media journalists participating in this study?

3. Does organisational identification mediate the relationship between internal communication and engagement among Malaysian media journalists participating in this study?
4. Does job autonomy mediate the relationship between internal communication and engagement among Malaysian media journalists participating in this study?

1.5 Research Objectives

Generally, this study aims to examine the relationships between internal communication, organisational identification, job autonomy and Malaysian journalists' engagement in their media organisations.

The specific objectives of this study are:

1. To determine the relationship between internal communication and engagement among Malaysian media journalists participating in this study;
2. To determine the internal communication characteristics of Malaysian media journalists participating in this study;
3. To examine the mediating role of organisational identification in the relationship between internal communication and engagement among Malaysian media journalists participating in this study;
4. To examine the mediating role of job autonomy in the relationship between internal communication and engagement among Malaysian media journalists participating in this study.

1.6 Definition of Key Terms

Internal Communication:

Internal communication, occasionally called employee communication or internal public relations (Kennan & Hazleton, 2006; Kreps, 1989), has been perceived as the

principle for modern organisations that accomplish positive relations with the external public (Cutlip et al., 2005). It is characterised as communication between the organisation's employees and one of its key public - the employees (Dolphin, 2005). It is also a social interaction through messages (Kalla, 2005) and remarks management's ability to build relationships between internal stakeholders at all organisational levels (Welch & Jackson, 2007), which is strategically related to employee engagement.

The extant body of literature posits the subsequent characteristics of effective internal communication:

1. Symmetrical/two-way communication – as excerpted in Kang & Sung (2017) and Men et al. (2020).
2. Transparency - as excerpted in Men et al. (2020) and Men (2014)
3. Consistency - as excerpted in Antony (2018) and Lockwood (2007).

Employee engagement:

According to Kahn (1990), a prominent researcher in the field of engagement, individual engagement can be defined as the process by which individuals align their identities with their work roles. In the state of engagement, individuals actively utilise and manifest their physical, cognitive, and emotional capacities while performing their assigned organisational roles. According to Schaufeli et al. (2002), engagement can be understood within the framework of organisational behaviour. They define engagement as a state of mind that is work-related and characterised by positive emotions, satisfaction, and a sense of fulfilment. Engaged employees exhibit high levels of energy, dedication, and absorption in their work activities and perceive

themselves as capable of successfully accomplishing their tasks (Schaufeli et al., 2008). Shuck and Wollard (2010) concurred with Kahn's perspective and provided a definition of engagement that encompasses an employee's cognitive, emotional, and behavioural state, all directed towards achieving desired organisational outcomes.

According to Quirke (2008), an engaged employee in the context of internal communication is characterised by experiencing a strong emotional connection with the employer, actively endorsing the organisation to others, and dedicating their time and effort to contribute to the organisation's success. Additionally, it can be described as quantifying an employee's emotional and cognitive dedication to their organisation and its success (Hewitt Associates, 2009).

In line with Kahn (1990), the present study defines employee engagement as the integration of an individual employee's cognitive, emotional, and physical states, all directed towards achieving desired outcomes within the organisation. Employee engagement leads to performance highly depends on the following conditions (Saks & Gruman, 2014; Kahn, 1990):

1. Emotional (being associated with work-related undertakings)
2. Cognitive (being intensely concentrated on job-related tasks) and
3. Physical (being strongly inclined to invest additional effort).

Organisational identification:

Mael and Ashforth (1992) presented a prominent conceptualisation of organisational identification as the cognitive and affective perception of unity and affiliation with an organisation. This perception entails individuals defining their self-concept about the

organisations to which they belong. Dutton et al. (1994) also agreed to define organisational identification as the extent to which a member self-identifies with traits they perceive to be characteristic of the organisation. In simple terms, when an employee establishes a sense of identification with the organisation, they form emotional connections with the organisation, which often leads to favourable outcomes such as organisational citizenship behaviour (Dukerich et al., 2002; van Dick et al., 2006; Restubog et al., 2008), creative behaviour (Carmeli et al., 2007), job satisfaction, and job involvement (van Knippenberg & van Schie, 2000).

According to the scholarly work of Ashforth and Schinoff (2016), “organisational identification” pertains to the cognitive perception of oneness or belonging to an organisation whereby individuals establish their self-identity based on their affiliation with organisations they are members of. It encompasses both cognitive and affective components:

1. The cognitive component specifies an individual’s self-definition regarding the degree to which they perceive themselves as having a place within their organisation and as a typical member.
2. The affective component of organisational identification relates to how one feels about group membership and demonstrates the value and emotional significance connected to group membership.

Job Autonomy:

Job autonomy refers to the extent to which employees can exercise control over various aspects of their work, including their schedule, methods, and pace (Shin, 2004, as cited in Lin et al., 2021). It entails the freedom for employees to work independently without excessive external constraints (Morgeson & Humphrey, 2006,

as cited in Lin et al., 2021). The concept of autonomy is widely recognised as a fundamental prerequisite for professional journalism. In previous studies (McDevitt, 2003; McQuail, 1992, as cited in Reich & Hanitzsch, 2013), it has been argued that journalists possess a level of independence that enables them to effectively disseminate trustworthy and credible information to the general public (Reich & Hanitzsch, 2013).

The primary objective of the present study is to examine the levels of autonomy among journalists by considering two main dimensions: job freedom and job decision-making. These dimensions are derived from the measures of Job Autonomy developed by Bergen and Weaver (1988, 1996). Simply put, this study aims to assess the extent to which journalists are protected from external coercive influences originating from the political system, including the government, political parties, censorship, laws, and regulations (Picard & Van Weezel, 2008).

This study focuses on two key categories of autonomy, which are job freedom and job decision-making adopted from Bergen and Weaver's measures of Job Autonomy (1988, 1996) to determine the degree to which journalists are shielded from external coercive pressures emanating from the political system, such as the government, political parties, censorship, laws, and regulations (Picard & Van Weezel, 2008).

1.7 Significance of the Study

The determinants of employee engagement, namely perceived support, job description, and value congruence, have been acknowledged in previous research (Aggarwal et al., 2022; Karanges et al., 2014). However, substantial evidence

indicates that internal communication has emerged as a crucial factor interacting with organisational identification and job autonomy to enhance employee engagement efforts. This study presents a model that conceptualises the relationships among internal communication, organisational identification, job autonomy, and employee engagement. The model posits that the concept can be examined through communication and social perspectives, thereby offering a foundation for future research endeavours.

In addition to recognising internal communication as a significant factor in influencing employee engagement, this study highlights the growing consideration among scholars of organisational identification as a crucial social influence for enhancing levels of employee engagement. Scholars have underscored that the influence of a specific form of social identification can facilitate organisations in comprehending a range of work behaviours, including turnover (Wikhamn et al., 2021; Hayes, 2013) and commitment (Raj, 2020; Ellemers et al., 2013). It is worth noting that several studies have provided further clarification on the concept of social influence. These studies have found that there is a positive relationship between employees' identification with their organisations and their motivation, loyalty, and performance (Cek & Eyupoglu, 2019; Buil et al., 2019; Lee et al., 2015; Blader & Tyler, 2009; van Knippenberg & Ellemers, 2003).

This study's theoretical significance lies in providing a legitimate justification for identifying and testing empirical determinants and hypotheses, thereby enabling the verification of the conceptual model. Drawing upon the Social Identity theory proposed by Tajfel and Turner (1985), the Social Exchange theory developed by Blau

(1964), and the Human Resources Theory Y introduced by McGregor (1960), this research posits the hypothesis that internal communication plays a significant role in shaping employee engagement by concurrently impacting both organisational identification and job autonomy. Consequently, employees with a strong sense of self-identity and autonomy tend to exhibit increased emotional, cognitive, and physical involvement in their work.

The above prediction aligns with previous studies conducted by Yue et al. (2021), Neill et al. (2020), Smidts et al. (2001), and Bartels et al. (2010), which revealed a positive correlation between communication climate and organisational identification. Furthermore, it aligns with the findings of Verčič (2021), Verčič & Vokić (2017), Wiley et al. (2010), and Pugh and Dietz (2008), who have provided evidence supporting the notion that effective communication plays a crucial role in enhancing employee engagement. The findings of Blader et al. (2017) and Karanika-Murray et al. (2015) are also consistent with other assumptions of this study, suggesting that employees who possess a high level of organisational identification tend to perform their job responsibilities more effectively compared to those who are motivated primarily by contractual obligations.

Pragmatically, the newly proposed conceptual model holds potential value for organisational leaders as they seek to develop strategies to cultivate a skilled and dedicated workforce that is deeply connected to the organisation and offers a distinct competitive edge. Organisations may utilise this framework to concurrently address social factors, such as identification and autonomy, and communication factors, such as internal communication, to enhance overall engagement levels. Neglecting one of

the factors could result in an organisation failing to achieve its desired level of adequacy and intensity. According to Guest (2017) and Rana et al. (2014), in order to enhance engagement levels, managers should strive for a deeper understanding of their employees' needs and align the available resources and social support accordingly. In addition, it is imperative for managers to actively promote regular interactions and communication with employees in order to enhance engagement, as this process is characterised by its long-term and continuous nature (Mone & Mone, 2018).

Regarding the modification of social support and the promotion of consistent communication, the model's conceptualisation of employee engagement as a consequence of effective internal communication and organisational identification highlights the significance of providing training and education to managers. Managers are encouraged to consider the advantages of communication strategies and tactics in promoting engagement, as highlighted by Ruck et al. (2017) and Welch (2011). Additionally, as Stephens and Dailey (2012) suggested, implementing pre-orientation identification programmes for new employees is also seen as a motivating factor. For instance, a newly hired employee actively involved in an orientation programme consistently engages in conversations with colleagues and supervisors to acquire additional knowledge before fully committing their loyalty to the organisation. Undoubtedly, implementing these recommendations will further enhance competencies and professional development among recently hired personnel.

Lastly, another practical significance of this paper is that it addresses the under-researched topic of internal communication related to organisational identification, job autonomy and employee engagement within the news media industry. Given the

unique challenges and dynamics in the media sector, such as high-pressure environments, rapidly changing industry standards, and the need for creativity and journalistic integrity, this integrated study is crucial. While the external factors influencing journalism are well-documented, there is a relative paucity of research focusing on the internal aspects, particularly communication within newsrooms, that contribute to the shaping of journalistic cultures (Hanitzsch et al., 2014; Ryfe, 2013; Deuze, 2017). In the Malaysian media newsrooms particularly, the exploration study on journalist-editor communication practices becomes more necessary to increase journalists' engagement and overcome challenges from within the newsrooms (Tiung et al., 2021; Ismail et al., 2017; Saleh et al., 2017; Latif, 2015). More studies should be conducted on one of the internal challenges, the journalistic voice. As argued by Saleh et al. (2017) and Russ (2008), in order to produce fair and balanced news reports, freedom of expressing opinions should, in the first place, be cultivated through participative and dialogic communication practised in the newsrooms, where media employees can be actively involved in giving opinions on any changes or decisions.

Thus, this study is significant in increasing the empirical data about the internal communication practices affecting engagement among journalists in Malaysian media newsrooms in fulfilling their responsibilities to produce reliable and accurate news.

REFERENCES

- Abdullah, Z., & Hui, J. (2014). The relationship between communication satisfaction and teachers' job satisfaction in the Malaysian primary school. *Asian Journal of Humanities and Social Sciences (AJHSS)*, 2(2), 58-71.
- Ababneh, Omar Mohammed Ali and Macky, Keith. (2015). The Meaning and Measurement of Employee Engagement: A Review of the Literature. *New Zealand Journal of Human Resources Management*. 15 (1), p1-35. 35p.
- Aggarwal, A., Jaisinghani, D., & Nobis, K. (2022). Effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement. *International Journal of Quality and Service Sciences*, (ahead-of-print).
- Aghayeva, K., & Krekoten, I. (2022). The Changing Role of Managers of Different Levels in the Increasing Employee Loyalty in the Construction Organizations. In *Proceedings of the 3rd International Conference on Building Innovations: ICBI 2020 3* (pp. 573-578). Springer International Publishing.
- Aguirre-Urreta, M. I., & Hu, J. (2019). Detecting common method bias: Performance of the Harman's single-factor test. *ACM SIGMIS Database: the DATABASE for Advances in Information Systems*, 50(2), 45-70.
- Ahmad, M. H., Ismail, S., Rani, W. N. M. W. M., & Wahab, M. H. (2017). Trust in management, communication and organisational commitment: Factors influencing readiness for change management in organisation. In *Aip conference proceedings* (Vol. 1891, No. 1, p. 020019). AIP Publishing LLC.
- Akter, S., D'Ambra, J., & Ray, P. (2011). Trustworthiness in mHealth information services: an assessment of a hierarchical model with mediating and moderating effects using partial least squares (PLS). *Journal of the American Society for Information Science and Technology*, 62(1), 100-116.
- Almonacid-Nieto, J. M., Calderon-Espinal, M. A. and Wagner Vicente-Ramos (2020). Teleworking effect on job burnout of higher education administrative personnel in the Junín region, Peru. *International Journal of Data and Network Science*, (4), 373–380.
- Althouse, L.A., Ware, W.B. and Ferron, J.M. (1998). Detecting Departures from Normality: A Monte Carlo Simulation of A New Omnibus Test based on Moments. Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.
- Antony, M. R. (2018). Paradigm shift in employee engagement—A critical analysis on the drivers of employee engagement. *International Journal of Information, Business and Management*, 10(2), 32-46.

- Antwi, S. K., & Hamza, K. (2015). Qualitative and quantitative research paradigms in business research: A philosophical reflection. *European journal of business and management*, 7(3), 217-225.
- Apuke, O. D. (2017). Quantitative research methods: A synopsis approach. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(5471), 1-8.
- Asaari, M. H. A. H., Dwivedi, A., Lawton, A., & Desa, N. M. (2016). Academic leadership and organizational commitment in public universities of Malaysia. *European Scientific Journal*, 12(16).
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14: 20-39.
- Ashforth, B. E., & Schinoff, B. S. (2016). Identity under construction: How individuals come to define themselves in organisations. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 111-137.
- Atouba, Y. (2021). How does participation impact IT workers' organisational commitment? Examining the mediating roles of internal communication adequacy, burnout and job satisfaction. *Leadership & Organization Development Journal*.
- Atouba, Y. C. (2018). Tackling the turnover challenge among IT workers: Examining the role of internal communication adequacy, employee work participation, and organizational identification. *Communication Reports*, 31(3), 174–187. doi:10.1080/08934215.2018.1497180
- Babbie, E. & Mouton, J. (2010). *The practice of social research*. Cape Town: Oxford University Press.
- Bailey, J.E. and Pearson, S.W. (1983) Development of a Tool for Measuring and Analyzing Computer User Satisfaction. *Management Science*, 29, 530-545. <https://doi.org/10.1287/mnsc.29.5.530>
- Balod, H. S. S., & Hameleers, M. (2021). Fighting for truth? The role perceptions of Filipino journalists in an era of mis- and disinformation. *Journalism*, 22(9), 2368-2385.
- Barnett, V. and Lewis, T. (1994) *Outliers in Statistical Data*. 3rd Edition, John Wiley & Sons, Kluwer Academic Publishers, Boston/Dordrecht/London.
- Bartels, J., Peters, O., de Jong, M., Pruyn, A., & van der Molen, M. (2010). Horizontal and vertical communication as determinants of professional and organizational identification. *Personnel Review* (39:2), pp. 210-226.
- Bauer, S., & Lim, D. (2019). Effect of communication practices on volunteer organisation identification and retention. *Sustainability*, 11(9), 2467.
- Baxter, R. (2009). Reflective and formative metrics of relationship value: A commentary essay. *Journal of Business Research*, 62(12), 1370-1377.

- Bendassolli, P. F. (2013, January). Theory building in qualitative research: Reconsidering the problem of induction. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research* (Vol. 14, No. 1).
- Bergen, Lori A., and David H. Weaver. (1988). Job Satisfaction of Daily Newspaper Journalists and Organization Size. *Newspaper Research Journal* 9, no. 2: 1–13.
- Blader, S. L., Patil, S., & Packer, D. J. (2017). Organizational identification and workplace behaviour: More than meets the eye. *Research in organizational behavior*, 37, 19-34.
- Blau, P. M. (1968). Social exchange. *International encyclopedia of the social sciences*, 7(4), 452-457.
- Blessing, L., & Chakrabarti, A. (2009). DRM: A Design Research Methodology 1.
- Booze, K. C. (2019). How Leaders Can Improve Communication Inside a Television News Room. Dissertation manuscript submitted to Northcentral University in Partial Fulfillment of the requirements for the Degree of Doctor of Business Administration. Published by ProQuest LLC (2019).
- Boyle, M. P., & Schmierbach, M. (2019). *Applied communication research methods: Getting started as a researcher*. Routledge.
- Braojos-Gomez, J. Benitez-Amado, F. Llorens-Montes (2015). Impact of IT infrastructure on customer service performance: the role of micro-IT capabilities and online customer engagement, *Proceedings of the 19th Pacific Asia Conference on Information Systems, Singapore, 2015*, pp. 1–16
- Brown, S.P., and Leigh, T.W. (1996) A New Look at Psychological Climate and Its Relationship to Job Involvement, Effort and Performance. *Journal of Applied Psychology*, 81, 358-368. <https://doi.org/10.1037/0021-9010.81.4.358>
- Byrne, B. M. (2010). *Structural Equation Modeling with Amos: Basic Concepts, Applications, and Programming* (2nd ed.). New York: Taylor and Francis Group.
- Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, 56(2), 81–105. <https://doi.org/10.1037/h0046016>
- Cassidy, W. P. (2005). Variations on a Theme: The Professional Role Conceptions of Print and Online Newspaper Journalists. *Journalism & Mass Communication Quarterly*, 82(2), 264–280. <https://doi.org/10.1177/107769900508200203>
- Cek, K., & Eyupoglu, S. Z. (2019). Does teachers' perceived corporate social responsibility lead to organisational citizenship behaviour? The mediating roles of job satisfaction and organisational identification. *South African Journal of Business Management*, 50(1), 1-11.
- Chang, S. J., Van Witteloostuijn, A., & Eden, L. (2020). Common method variance in international business research. *Research methods in international business*, 385-398.

- Check, J., & Schutt, R. K. (2012). *Research methods in education*. Thousand Oaks, CA: Sage
- Cheney, G. (1983). The rhetoric of identification and the study of organizational communication. *Quarterly Journal of Speech*, Vol. 69, pp. 143-58.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86, 42–51.
- Cheney, G., & Christensen, L.T. (2001). Organisational identity: Linkages between internal and external communication. In F. M. Jablin, & L. L. Putnam (Eds.). *The new handbook of organizational communication: Advances in theory, research, and methods* (pp. 231-269). Thousand Oaks, CA: Sage.
- Chin, J. L., Desormeaux, L. & Sawyer, K. (2016). Making way for paradigms of diversity leadership. *Consulting Psychology Journal: Practice and Research*. Vol. 68 No.1, p.49.
- Chung, D. S., & Nah, S. (2013). Media credibility and journalistic role conceptions: Views on citizen and professional journalists among citizen contributors. *Journal of Mass Media Ethics*, 28(4), 271-288.
- Chreim, S. (2002). Influencing organizational identification during major change: A communication-based perspective. *Human Relations*, 55, 1117-1137
- Chung, D.S. and Nah, S. (2013). Media Credibility and Journalistic Role Conceptions: Views on Citizen and Professional Journalists among Citizen Contributors. *Journal of Mass Media Ethics* 28(4):271-288
- CIJ Malaysia (2022). <https://cijmalaysia.net/about-cij/> , as retrieved on August 30, 2022
- Cohen, J. (1988). Set correlation and contingency tables. *Applied psychological measurement*, 12(4), 425-434.
- Cooper, D. R., Schindler, P. S., Cooper, D. R., & Schindler, P. S. (2003). *Business research methods*.
- Conover, W.J. (1999) *Practical Nonparametric Statistical*. 3rd Edition, John Wiley & Sons Inc., New York, 428-433.
- Cornelissen, J. P. (2020). Corporate communication: A guide to theory and practice. *Corporate Communication*, 1-336.
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Cutlip S.M., Center A.H. and Broom G.M. (2005). *Effective Public Relations*, New Delhi: Pearson Education Pvt. Ltd.

- Dailey, M. (2021). *A leader's guide to storytelling: Restoring authentic communication in a world of change*. Routledge.
- Darrough, C. (2013). How Relationship Between Reporters and Editors Affect Productivity in The Newsroom. A Thesis Presented to the Faculty of the Graduate School. University of Missouri-Columbia. In Partial Fulfilment of the Requirement for the Degree Master of Arts
- Deci, E. L., Olafsen, A. H., and Ryan, R. M. (2017). Self-determination theory in work organizations: the state of a science. *Ann. Rev. Organ. Psychol. Organ. Behav.* 4, 19–43. doi: 10.1146/annurev-orgpsych-032516-113108
- Desa, N. M., Asaari, M. A. H., Razak, A. A., & Abd Jabar, N. D. (2019). Communication and job satisfaction among workers in the department of trade union affairs in the Northern State of Malaysia. *Eur. Sci. J. ESJ*, 15(28).
- Dimants, A. (2022). Media Ownership Transparency and Editorial Autonomy as Corporate Social Responsibility in the Media Industry. *Central European Journal of Communication*, 15(31), 246-264.
- Dobusch, L., & Schoeneborn, D. (2015). Fluidity, identity, and organisational: The communicative constitution of Anonymous. *Journal of Management Studies*, 52(8), 1005-1035.
- Dolphin, R. R. (2005). "Internal Communications: Today's Strategic Imperative." *Journal of Marketing Communications*, 11(3), 171-190.
- Doty, D. H., & Glick, W. H. (1998). Common methods bias: Does common methods variance really bias results? *Organizational Research Methods*, 1(4), 374–406. <https://doi.org/10.1177/109442819814002>
- Dutton, J. E., Janet M. D. and Celia V. H. (1994). Organizational images and member identification. *Administrative Science Quarterly* 39 (2), 239-263.
- Eldridge, K. A., Sevier, M., Jones, J., Atkins, D. C., & Christensen, A. (2007). Demand-withdraw communication in severely distressed, moderately distressed, and non-distressed couples: Rigidity and polarity during relationship and personal problem discussions. *Journal of Family Psychology*, 21(2), 218–226. <https://doi.org/10.1037/0893-3200.21.2.218>
- Eliphaz, R. M., Mulongo, L. S., & Razia, M. (2017). The influence of performance appraisal practices on employee productivity: A case of Muheza District, Tanzania. *Issues in Business Management and Economics*, 5(4), 45-59.
- Ellemers, N., Pagliaro, S., & Barreto, M. (2013). Morality and behavioural regulation in groups: A social identity approach. *European Review of Social Psychology*, 24(1), 160-193.
- Evans, M.J., Rosenthal, J.S. & Freeman, W.H. (2004). *Probability and Statistics: The Science of Uncertainty*. Freeman and Company. p. 267. ISBN 9780716747420

- Farghaly, A. (2018). Comparing and Contrasting Quantitative and Qualitative Research Approaches in Education: The Peculiar Situation of Medical Education. *Education in Medicine Journal*, 10(1).
- Faul, F., Erdfelder, E., Lang, A.G. and Buchner, A. (2007). G*Power 3: A Flexible Statistical Power Analysis Program for the Social, Behavioral, and Biomedical Sciences. *Behavior Research Methods*, 39, 175-191. <http://dx.doi.org/10.3758/BF03193146>
- Firestone, W. A. (1987). Meaning in Method: The Rhetoric of Quantitative and Qualitative Research. *Educational Researcher*, 16(7), 16–21. <https://doi.org/10.2307/1174685>
- Forza, C. (2016). Surveys. In *Research methods for operations management* (pp. 79-164). Routledge.
- Friedman, H.H. and Amoo, T. (1999). Rating the rating scales. *J. Mark. Manag.* 9, 114–123.
- Harter, J. K., Tatel, C. E., Agrawal, S., Blue, A, Plowman, S.A. & Asplund, J. (2024). The relationship between engagement at work and organizational outcomes. *Gallup Poll Consulting University Press, Washington*.
- Gefen, Rigdon, & Straub. (2011). Editor’s Comments: An Update and Extension to SEM Guidelines for Administrative and Social Science Research. *MIS Quarterly*, 35(2), iii. <https://doi.org/10.2307/23044042>
- Ghorbani, H. (2019). Mahalanobis distance and its application for detecting multivariate outliers. *Facta Universitatis, Series: Mathematics and Informatics*, 583-595.
- Grunig, J.E. (2001). Two-way symmetrical public relations: past, present, and future. In Heath, R.L. (Ed.), *Handbook of Public Relations*, Sage, Thousand Oaks, CA, pp. 11-32.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 22-38.
- Haenlein, M., & Kaplan, A. M. (2004). A beginner's guide to partial least squares analysis. *Understanding statistics*, 3(4), 283-297.
- Hair J. F. (2003). *Essentials of business research methods*. Wiley.
- Hair, J.F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis (7th ed.)*. Upper saddle River, New Jersey: Pearson Education International.
- Hair, J.F., Ringle, C.M. and Sarstedt, M. (2011). PLS-SEM: indeed a silver bullet. *Journal of Marketing Theory and Practice*, Vol. 19 No. 2, pp. 139-151

- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long range planning*, 46(1-2), 1-12.
- Hair, J.F., Sarstedt, M., Pieper, T.M. and Ringle, C.M. (2012a). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long Range Planning*, Vol. 5 Nos 5/6, pp. 320-340.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*, 26(2), 106-121.
- Hair, J. F., Marko Sarstedt, Ringle, C. M., & Gudergan, S. P. (2017). *Advanced Issues in Partial Least Squares Structural Equation Modeling*. SAGE Publications.
- Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019), "When to use and how to report the results of PLS-SEM", *European Business Review*, Vol. 31 No. 1, pp. 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hair, J. F., Astrachan, C. B., Moiescu, O. I., Radomir, L., Sarstedt, M., Vaithilingam, S., & Ringle, C. M. (2021). Executing and interpreting applications of PLS-SEM: Updates for family business researchers. *Journal of Family Business Strategy*, 12(3), 100392.
- Halim, H., & Azizan, F. L. (2017). Examining Malaysian leader characteristics in a manager-subordinate relationship. *Jurnal Komunikasi: Malaysian Journal of Communication*, 33(3), 214-230.
- Hanitzsch, T., Hanusch, F., Mellado, C., Anikina, M., Berganza, R., Cangoz, I., ... & Kee Wang Yuen, E. (2011). Mapping journalism cultures across nations: A comparative study of 18 countries. *Journalism studies*, 12(3), 273-293.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43, 115-135.
- Hanusch, F. (2008). Valuing those close to us: A comparison of German and Australian quality newspapers' reporting of death in foreign news. *Journalism Studies*, 9(3), 341-356.
- Harrison, A., Tchanturia, K., Naumann, U., & Treasure, J. (2012). Social emotional functioning and cognitive styles in eating disorders. *British Journal of Clinical Psychology*, 51(3), 261-279.
- Hayes, N. (Ed.). (2013). *Doing qualitative analysis in psychology*. Psychology Press.
- Hayes, A. F., & Preacher, K. J. (2010). Quantifying and testing indirect effects in simple mediation models when the constituent paths are nonlinear. *Multivariate behavioral research*, 45(4), 627-660.

- Haumer, F., Schlicker, L., Murschetz, P. C., & Kolo, C. (2021). Tailor the message, and change will happen? An experimental study of message tailoring as an effective communication strategy for organisational change. *Journal of Strategy and Management*, 14(4), 426-443.
- Hewitt Associates. (2009). *Engagement and culture: Engaging talent in turbulent times*. Retrieved from http://www.hewittassociates.com/Intl/AP/en-AP/KnowledgeCenter/Magazine/HQ_20/ask-our-expert.html
- Hinton, P. R., McMurray, I., & Brownlow, C. (2014). *SPSS explained* (2nd ed.). Routledge/Taylor & Francis Group.
- Höglinger, M., Jann, B., & Diekmann, A. (2016, December). Sensitive questions in online surveys: An experimental evaluation of different implementations of the randomized response technique and the crosswise model. In *Survey Research Methods* (Vol. 10, No. 3, pp. 171-187).
- Holland, P., Cooper, B., & Sheehan, C. (2017). Employee voice, supervisor support, and engagement: The mediating role of trust. *Human Resource Management*, 56(6), 915-929.
- Holtgraves, T. (2004). Social desirability and self-reports: Testing models of socially desirable responding. *Personality and Social Psychology Bulletin*, 30(2), 161-172. <https://doi.org/10.1177/0146167203259930>
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic management journal*, 20(2), 195-204.
- Ismail, A. (2021). Values Influencing the Practice of Investigative Journalism in Malaysia: Media Practitioners' Perspectives. *J. Komun. Malaysian J. Commun*, 37(4), 366-383.
- Ivask, S. (2019). Communication between editors and reporters: Feedback and coaching in Estonian dailies' newsrooms. *KOME-An International Journal of Pure Communication Inquiry*. Volume 7 Issue 1, p. 24-41. Published by the Hungarian Communication Studies Association. DOI: 10.17646/KOME.75698.98
- Johan, Z. J., Dali, N. R. S. M., Suki, A. A., & Hafit, N. I. A. (2017). Customers' intention towards Shariah compliant credit cards: A pilot study. *International Journal of Academic Research in Business and Social Sciences*, 7(4), 772-799.
- Jakobsen, M., & Jensen, R. (2014). Common Method Bias in Public Management Studies. *International Public Management Journal*, 18(1), 3-30. <https://doi.org/10.1080/10967494.2014.997906>
- Jensen, U. T., Moynihan, D. P., & Salomonsen, H. H. (2018). Communicating the vision: How face-to-face dialogue facilitates transformational leadership. *Public Administration Review*, 78(3), 350-361.

- Jiang, H., & Shen, H. (2023). Toward a relational theory of employee engagement: Understanding authenticity, transparency, and employee behaviors. *International Journal of Business Communication*, 60(3), 948-975.
- Kahn W.A (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Kalla, H. K. (2005). Integrated internal communications: a multidisciplinary perspective. *Corporate Communications: An International Journal*, 10(4), 302-314.
- Kang, M. and Minjung S. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee organization relationships. *Journal of Communication Management*, Vol. 21 Issue: 1, pp.82-102.
- Karanika-Murray, M., Duncan, N., Pontes, H. M., & Griffiths, M. D. (2015). Organizational identification, work engagement, and job satisfaction. *Journal of Managerial Psychology*, 30(8), 1019-1033.
- Karanges, E., Beatson, A., Johnston, K. & Lings, I. (2014). Optimizing employee engagement with internal communication: A social exchange perspective, in *Journal of Business Marketing Management*, 7 (2), 329-353.
- Karmasin, M., & Bichler, K. (2017). CSR in the media industry. Setting the benchmark or falling behind? In K.-D. Altmppen, C. A. Hollifield, & J. van Loon (Eds.), *Value-oriented media management: Decision making between profit and responsibility*. Cham: Springer.
- Kazdin, A. E. (2021). *Research design in clinical psychology*. Cambridge University Press.
- Kennan, W. R., & Hazleton, V. (2006). Internal public relations, social capital, and the role of effective organizational communication. *Public relations theory II*, 311-338.
- Keyton, J., & Brower, A. (2015). Small Group Research 2015 Annual Review Issue. *Small Group Research*, 46(5), 487–488. <https://doi.org/10.1177/1046496415606818>
- Kreps, G. L. (1989). A therapeutic model of organizational communication consultation: Application of interpretive field methods. *Southern Communication Journal*, 55(1), 1-21.
- Kim, J.N. and Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, Vol. 23 No. 3, pp. 243-268.
- Kline, R. (2011). *Principles and Practice of Structural Equation Modeling*, 3rd edn Guilford Press. New York.

- Kock, N., & Lynn, G. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems*, 13(7).
- Korsavi, S. S., & Montazami, A. (2019). Developing a valid method to study adaptive behaviours with regard to IEQ in primary schools. *Building and Environment*, 153, 1-16.
- Krishna, A. (2022). Employee-Organization Identity Fusion: Connecting Leadership and Symmetrical Internal Communication to Identity-and Engagement-Related Outcomes. *International Journal of Business Communication*, 23294884221130744.
- Krejcie, R. V., and Morgan, D. W. (1970). Determining Sample Size for Research Activities, *Educational and Psychological Measurement*, 30(3), 607–610.
- Latif, R. A. (2014). A study on the decision making process in public and private broadcast newsrooms in Malaysia. *Athens Institute for Education and Research*. Retrieved from <http://www.atiner.gr/papers/MED2014-0908.pdf>.
- Lauk, E., & Harro-Loi, H. (2017). Mediadem| Journalistic Autonomy as a Professional Value and Element of Journalism Culture: The European Perspective. *International Journal of Communication*, 11, 19.
- Lee, Y., & Yue, C. A. (2020). Status of internal communication research in public relations: An analysis of published articles in nine scholarly journals from 1970 to 2019. *Public Relations Review*, 101906. <https://doi.org/10.1016/j.pubrev.2020.101906>
- Lee, D. H., & Park, C. W. (2007). Conceptualization and Measurement of Multidimensionality of Integrated Marketing Communications. *Journal of Advertising Research*, 47(3), 222–236. <https://doi.org/10.2501/s0021849907070274>
- Lee, E. S., Park, T. Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological bulletin*, 141(5), 1049.
- Lee, Y., Tao, W., Li, J. Y. Q., & Sun, R. (2021). Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak. *Journal of Knowledge Management*, 25(6), 1526-1549.
- Lin, S. W., Liu, Y. H., & Huang, E. Y. (2021). Exploring the relationship between employee engagement and its antecedents: the moderating role of smartphone use. *Information Technology & People*, 34(3), 1200-1228.
- Lee, Y., Tao, W., Li, J. Y. Q., & Sun, R. (2021). Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak. *Journal of Knowledge Management*, 25(6), 1526-1549.

- Lin, J. T. P., & Ping, N. C. L. (2016). Perceived job autonomy and employee engagement as predictors of organizational commitment. *The Undergraduate Journal of Psychology*, 29(1)
- Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology*, 86(1), 114–121. <https://doi.org/10.1037/0021-9010.86.1.114>
- Lockwood NR (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *Society for Human Resource Management Quarterly*, 1/4
- MacKenzie, S. B. (2003). The dangers of poor construct conceptualization. *Journal of the academy of marketing science*, 31(3), 323-326.
- Madan, S. (2017). Moving from employee satisfaction to employee engagement. *CLEAR International Journal of Research in Commerce & Management*, 8(6).
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103–123. <https://doi.org/10.1002/job.4030130202>
- Malholtra, N.K. (2010). *Marketing Research: An Applied Orientation*, Prentice-Hall, London
- Marton-Williams, J. (1986). Questionnaire design, in consumer market research Handbook, Robert Worcester and John Downham.
- Maxwell, J. A. (1996). Qualitative Research Design: An Interactive Approach. *Applied Social Research Methods Series*. London
- McDevitt, M. (2003). In defense of autonomy: A critique of the public journalism critique. *Journal of Communication*, 53, 155–160.
- McQuail, D. (1992). *Media performance: Mass communication and the public interest*. London, UK: Sage
- McGregor, D. M. (1960). *The Human Side of Enterprise*. New York, NY: McGraw-Hill
- Mellado, C., Hellmueller, L., & Donsbach, W. (Eds.). (2017a). Journalistic Role Performance: Concepts, Contexts and Methods. New York: Routledge.
- Men, L. R., & Tsai, W. H. S. (2012). How companies cultivate relationships with publics on social network sites: Evidence from China and the United States. *Public Relations Review*, 38(5), 723-730.
- Men, L. R., Neill, M., & Yue, C. A. (2020). Examining the effects of symmetrical internal communication and employee engagement on organisational change outcomes. *Public Relations Journal*, 13(4), 1-19.

- Men, L. R. (2014). Strategic Internal Communication: Transformational Leadership, Communication Channels, and Employee Satisfaction. *Management Communication Quarterly*, 28, 2, pp. 264-284.
- Meng, J., B.K. and Berger (2012). Measuring return on investment (ROI) of organizations' internal communication efforts. *Journal of Communication Management*, 16(4), 332-354.
- Merrill, J. C. (1974). The imperative of freedom: A philosophy of journalistic autonomy.
- Mishra, K., Boynton, L., & Mishra, A. (2014). Driving Employee Engagement: The Expanded Role of Internal Communications. *International Journal of Business Communication*, 51(2), 183-202
- Mishra P, Pandey C.M, Singh U., Gupta A., Sahu C., Keshri A. (2019). Descriptive statistics and normality tests for statistical data. *AnnCard Anaesth*, 22:67-72
- Mone, E. M., London, M., & Mone, E. M. (2018). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Monette, D.R., Sullivan, T.J. & Dejong, C.R. (2011). *Applied social research: a tool for the human services*. New York: Brooks/Cole Cengage Learning.
- Nayak, M. S. D. P., & Narayan, K. A. (2019). Strengths and weaknesses of online surveys. *technology*, 6(7), 0837-2405053138.
- Neessen, P. C., Caniëls, M. C., Vos, B., & De Jong, J. P. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. *International Entrepreneurship and Management Journal*, 15, 545-571.
- Neill, M. S., Men, L. R., & Yue, C. A. (2020). How communication climate and organisational identification impact change. *Corporate Communications: An International Journal*, 25(2), 281–298.
- Neto, M. T. R., da Silva, L. C. F., & Ferreira, C. A. A. (2018). Influence of internal communication on the organisations' performance: Proposition of model. *Future Studies Research Journal: Trends and Strategies*, 10(2), 214-237.
- Newman, D. A., & Harrison, D. A. (2008). Been there, bottled that: Are state and behavioral work engagement new and useful construct "wines"? *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1(1), 31–35. <https://doi.org/10.1111/j.1754-9434.2007.00003.x>
- Nor, M. W. M., Al, S. F. A. S. H., & Ghazali, L. S. (2023). Realising Accepted UPR Recommendations: Challenges and Realities in Malaysia's Commitment to Enforce Freedom of Expression. *SINERGI: Journal of Strategic Studies & International Affairs*, 3(Special Issue (March)), 66-81.
- Nunnally, J. C. (1978). *Psychometric theory (2nd ed.)*. New York: McGraw-Hill.

- Ong, C. H., Lee, H. W., & Ramayah, T. (2018). Impact of brand experience on loyalty. *Journal of Hospitality Marketing & Management*, 27(7), 755-774.
- Oreg, S. (2003). Resistance to change: Developing an individual differences measure. *Journal of Applied Psychology*, 88(4), 680–693. <https://doi.org/10.1037/0021-9010.88.4.680>
- Orr, S. K. (2005). New technology and research: An analysis of Internet survey methodology in political science. *PS: Political Science & Politics*, 38(2), 263-267.
- Patten, M. L., & Newhart, M. (2017). *Understanding Research Methods*. Routledge. <https://doi.org/10.4324/9781315213033>
- Pallant, J. (2001). *SPSS survival manual - a step by step guide to data analysis using SPSS for windows (version 10)*. Buckingham Open University Press.
- Pallant, J. (2016). *SPSS Survival Manual: A Step By Step Guide to Data Analysis Using SPSS Program* (6th ed.). London, UK: McGraw-Hill Education.
- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. McGraw-hill education (UK).
- Parker, S. K., Wang, Y., & Liao, J. (2019). When is proactivity wise? A review of factors that influence the individual outcomes of proactive behaviour. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 221-248.
- Picard, R. G., & Van Weezel, A. (2008). Capital and control: Consequences of different forms of newspaper ownership. *The International Journal on Media Management*, 10(1), 22-31.
- Pratt, M. G. (1998). To be or not to be: Central questions in organizational identification. In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations: Building theory through conversations* (pp. 171–207). Sage Publications, Inc. <https://doi.org/10.4135/9781452231495.n6>
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36, 717-731.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Podsakoff PM, MacKenzie SB, Lee JY, et al. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88: 879–903.
- Pugh, S.D. & Dietz, J. (2008). Employee engagement at the organizational level of analysis, *Industrial and Organizational Psychology*, Vol. 1 No. 1, pp. 44-7.

- Psycharis, S., & Kallia, M. (2017). The effects of computer programming on high school students' reasoning skills and mathematical self-efficacy and problem solving. *Instructional science*, 45(5), 583-602.
- Quirke, B. (2008). *Making the connections – Using Internal Communication to Turn Strategy into Action* (2nd ed.). Farnham, England: Gower Publishing Limited.
- Rana, S., Ardichvili, A. & Tkachenko, O. (2014). A theoretical model of the antecedents and outcomes of employee engagement. *Journal of Workplace Learning* 26(3/4), 249–266
- Raj, A. B. (2020). Impact of employee value proposition on employees' intention to stay: moderating role of psychological contract and social identity. *South Asian Journal of Business Studies*, 10(2), 203-226.
- Rajalingam, Y., Jauhar, J., & Bashawir, A. G. (2015). A study on the impact of empowerment on employee performance: The mediating role of appraisal. *International Journal of Liberal Arts and Social Science*, 3(1), 92-104.
- Ramayah, T. J. F. H., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2018). Partial least squares structural equation modeling (PLS-SEM) using smartPLS 3.0. *An updated guide and practical guide to statistical analysis*.
- Rawlins, B. (2008). Give the Emperor a Mirror: Toward Developing a Stakeholder Measurement of Organizational Transparency. *Journal of Public Relations Research*, 21(1), 71–99. <https://doi.org/10.1080/10627260802153421>
- Razali, N. M., & Wah, Y. B. (2011). Power Comparisons of Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors and Anderson-Darling Tests. *Journal of Statistical Modeling and Analytics*, 2, 21-33.
- Reich, Z., & Hanitzsch, T. (2013). Determinants of journalists' professional autonomy: Individual and national level factors matter more than organizational ones. *Mass Communication and Society*, 16(1), 133-156.
- Reinardy, S. (2011). Newspaper journalism in crisis: Burnout on the rise, eroding young journalists' career commitment, *JOURNALISM*, 12: 1, pp. 33–50.
- Reinardy, S. (2014). Autonomy and perceptions of work quality: Drive the job satisfaction of TV news workers. *Journalism Practice*, 8(6), 855-870.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), 617–635. <https://doi.org/10.5465/amj.2010.51468988>
- Ricketta, M. (2005). Organizational Identification: A Meta-Analysis. *Journal of Vocational Behavior*, 66, 358–384.
- Ringle, C.M., Sarstedt, M., Schlittgen, R. and Taylor, C.R. (2013). PLS path modeling and evolutionary segmentation. *Journal of Business Research*, Vol. 66 No. 9, pp. 1318-1324.

- Roopa, S., & Rani, M. S. (2012). Questionnaire designing for a survey. *Journal of Indian Orthodontic Society*, 46(4_suppl1), 273-277.
- Rothbard, N. P. (2001). Enriching or Depleting? The Dynamics of Engagement in Work and Family Roles. *Administrative Science Quarterly*, 46(4), 655–684. <https://doi.org/10.2307/3094827>
- Rubin, A., & Babbie, E. R. (2016). *Empowerment series: Research methods for social work*. Cengage Learning.
- Ruck, K. & Welch, M. (2012). Valuing internal communication; management and employee perspectives. *Public Relations Review*, 38 (2), 294-302.
- Ruck, K., Welch, M., & Menara, B. (2017). Employee voice: an antecedent to organisational engagement?. *Public Relations Review*, 43(5), 904-914.
- Russell, J. A., & Barrett, L. F. (1999). Core affect, prototypical emotional episodes, and other things called emotion: Dissecting the elephant. *Journal of Personality and Social Psychology*, 76(5), 805–819. <https://doi.org/10.1037/0022-3514.76.5.805>
- Russo, T. C. (1998). Organizational and Professional Identification: A Case of Newspaper Journalists. *Management Communication Quarterly* 12(1): 72–111.
- RWB (2022). *Reporters Without Border (RWB) - Malaysia*. Accessed on August 30, 2022. <https://rsf.org/en/malaysia>
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68.
- Saks, A. M. (2006). Antecedents and Consequences of Employee Engagement. *In Journal of Managerial Psychology*, 21(6), 600–619
- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement?. *Human resource development quarterly*, 25(2), 155-182.
- Saleh, M. S. M., Balaraman, R. A., & Mukhiar, S. N. S. Top-down or Bottom-up? Which Approaches are Favored by the Malaysian Media and Environmental Non-Governmental Organizations (ENGOS) in Environmental Communication?. *2nd–4th May 2017 Universiti Utara Malaysia, Sintok, Malaysia*, 42.
- Salkind, N. J. (Ed.). (2010). *Encyclopedia of research design* (Vol. 1). Sage.
- Santiago, J. K. (2020). The influence of internal communication satisfaction on employees' organisational identification: Effect of perceived organisational support. *Journal of Economics and Management*, 42(4), 70-98.
- Saunders M., Lewis P., and Thornhill A. (2019). *Research Methods for Business Students, 7th ed*, Pearson Education Limited.

- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behaviour*, 25, 293-315. doi:10.1002/job.248.
- Sekaran, U. and Bougie, R. (2016) *Research Methods for Business: A Skill-Building Approach*. 7th Edition, Wiley & Sons, West Sussex.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3, 71-92.
- Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008). Workaholism, burnout, and work engagement: Three of a kind or three different kinds of employee well-being?. *Applied psychology*, 57(2), 173-203.
- Shapiro, S. S., & Wilk, M. B. (1965). An Analysis of Variance Test for Normality (Complete Samples). *Biometrika*, 52(3/4), 591-611. <https://doi.org/10.2307/2333709>
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human resource development review*, 9(1), 89-110.
- Smidts, A., Pruyn, A. T. H., & Van Riel, C. B. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management journal*, 44(5), 1051-1062.
- Spector, P. E., Rosen, C. C., Richardson, H. A., Williams, L. J., & Johnson, R. E. (2019). A new perspective on method variance: A measure-centric approach. *Journal of Management*, 45(3), 855-880.
- Stephens, K. K., & Dailey, S. L. (2012). Situated organizational identification in newcomers: Impacts of preentry organizational exposure. *Management Communication Quarterly*, 26(3), 404-422.
- Sykes, Tracy Ann. (2015). Support Structures and Their Impacts on Employee Outcomes: A Longitudinal Field Study of an Enterprise System Implementation. *MIS Quarterly*, (39: 2) pp.473-495.
- Staw, B. M., Sandelands, L. E., & Dutton, J. E. (1981). Threat rigidity effects in organizational behavior: a multilevel analysis. *Administrative Science Quarterly*, 26(4), 501-524. <https://doi.org/10.2307/2392337>
- Sun, R., Li, J. Y. Q., Lee, Y., & Tao, W. (2021). The role of symmetrical internal communication in improving employee experiences and organisational identification during COVID-19 pandemic-induced organisational change. *International Journal of Business Communication*, 23294884211050628.
- Sutanapong, C., & Louangrath, P. I. (2015). Descriptive and Inferential Statistics. *Inter. J. Res.Methodol. Soc. Sci*, 1(1), 22-35.

- Syed Agil, S. A. (2016). *Self-regulation practices in Malaysian media/Syed Agil Shekh Alsagoff* (Doctoral dissertation, University of Malaya).
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using Multivariate Statistics* (6th ed.). Boston, MA: Pearson.
- Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *How to choose a sampling technique for research* (April 10, 2016).
- Tajfel, H., & Turner, J. C. (1985) The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (2nd ed., pp. 7-24). Chicago: Nelson-Hall.
- Tamam, E., Raj, S.J. and Govindasamy, M. (2012). Malaysian Journalist. In *The Global Journalist in the 21st Century*. Routledge Communication Series.
- Tamam, E., & Abdullah, A. N. (2015). Malaysian journalists' perceptions on the role of the media. *The Social Science Journal*, 52(1), 46-53.
- Tehseen, S., Ramayah, T., & Sajilan, S. (2017). Testing and Controlling for Common Method Variance: A Review of Available Methods. *Journal of Management Sciences*, 4(2), 142–168. <https://doi.org/10.20547/jms.2014.1704202>
- Tiung, L. K., Meri, A., Othman, S. S., & Nayan, L. M. (2021). KOMITMEN ORGANISASI: FAKTOR-FAKTOR YANG MEMPENGARUHI WARTAWAN DALAM PENERBITAN BERITA AKHBAR CETAK DI MALAYSIA: ORGANIZATIONAL COMMITMENT: FACTORS AFFECTING JOURNALISTS IN THE PUBLICATION OF PRINT NEWS IN MALAYSIAN. *Jurnal Komunikasi Borneo (JKoB)*, 9, 46-59
- Towers Watson (2010). *How Far, How Fast and How Enduring: Insights from the Global Workforce Study*.
- Truss C., Soane E, Edwards C, Wisdom K, Croll A, Burnett J (2006). *Working Life: Employee Attitudes and Engagement 2006*, Wimbledon: CIPD
- Tkalac Verčič, A., Galić, Z., & Žnidar, K. (2021). The relationship of internal communication satisfaction with employee engagement and employer attractiveness: testing the joint mediating effect of the social exchange quality indicators. *International Journal of Business Communication*, 23294884211053839.
- Verči, A. T., & Vokić, N. P. (2017). Engaging employees through internal communication. *Public Relations Review*, 43(5), 885-893.
- Verčič, A. T. (2021). The impact of employee engagement, organisational support and employer branding on internal communication satisfaction. *Public Relations Review*, 47(1), 102009.
- Van den Broeck, J., & Fadnes, L. T. (2013). Data cleaning. *Epidemiology: Principles and Practical Guidelines*, 389-399.

- Van Dick, R. (2001). Identification in organizational contexts: linking theory and research from social and organizational psychology. *International Journal of Management Reviews*, 3(4), 265–283. <https://doi.org/10.1111/1468-2370.00068>
- Van Knippenberg, D., & Ellemers, N. (2003). Social identity and group performance. *Social identity at work: Developing theory for organizational practice*, 29.
- Van Teijlingen, E., & Hundley, V. (2002). The importance of pilot studies. *Nursing Standard*, 16(40), 33–36. <https://doi.org/10.7748/ns2002.06.16.40.33.c3214>
- Vander Elst, T., Baillien, E., De Cuyper, N., & De Witte, H. (2010). The role of organizational communication and participation in reducing job insecurity and its negative association with work-related well-being. *Economic and Industrial Democracy*, 31(2), 249-264.
- Waheed, M., & Hellmueller, L. (2021). Testing normative journalism models in the United States and Malaysia. *Journal of Media and Communication Research (SEARCH)*, 13(2), 87-100.
- Walkey, S. (2019). Connectedness and Communication: Does the communication received from a supervisor increase feelings of belonging to an organisation?.
- Weaver, D. H., & Willnat, L. (Eds.). (2020). *The global journalist in the 21st century*. Routledge.
- Weisberg HF, Krosnick JA, Bowen BD. (1996) *An Introduction to Survey Research Polling, and Data Analysis*. CA: Sage.
- Welch M. (2011). The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, Vol. 16 Issue: 4, pp.328-346
- Welch, M. and Jackson, P.R. (2007). Rethinking internal communication: a stakeholder approach. *Corporate Communications: An International Journal*, Vol. 12 No. 2, pp. 177-198.
- Wiid J. & Diggines C. (2013). *Marketing research* (2nd ed.). Juta.
- Wiik, J. (2019). Professionalism, Professionalization, and Deprofessionalization in Journalism. In *Oxford Research Encyclopedia of Communication*.
- Wikhamn, W., Asplund, K., & Dries, N. (2021). Identification with management and the organisation as key mechanisms in explaining employee reactions to talent status. *Human Resource Management Journal*, 31(4), 956-976.
- Wiley, J.W., Kowske, B.J. & Herman, A.E. (2010). Developing and validating a global model of employee engagement, in Albrecht, S.L. (Ed.), *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice*, Edward Elgar, Cheltenham.

- Workneh, T. W. (2020). Journalistic autonomy in voice of America's Amharic service: Actors, deterrents, and safeguards. *Journalism Studies*, 21(2), 217-235.
- Yeomans, L., & FitzPatrick, L. (2017). Internal communication.
- Yilmaz, K. (2013). Comparison of quantitative and qualitative research traditions: Epistemological, theoretical, and methodological differences. *European journal of education*, 48(2), 311-325.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the effects of internal communication and emotional culture on employees' organizational identification. *International Journal of Business Communication*, 58(2), 169-195.
- Zaumane, I. (2017). The internal communication crisis and its impact on an organisation's performance. *Journal of Business Management*, 12.
- Zhao, X., Lynch Jr, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of consumer research*, 37(2), 197-206.
- Zikmund, W. G. (2003). Sample designs and sampling procedures. *Business research methods*, 7(2), 368-400.
- Zikmund, W. G., D'alessandro, S., Winzar, H., Lowe, B., & Babin, B. (2014). *Marketing research*. Sydney: Cengage Learning.
- Zijlstra, W. P., van der Ark, L. A., & Sijtsma, K. (2011). Outliers in questionnaire data: Can they be detected and should they be removed?. *Journal of Educational and Behavioral Statistics*, 36(2), 186-212. South Western.