

INTERNAL COMMUNICATION'S ROLE IN EMPLOYEE WELL-BEING (SDG 3) AND PRODUCTIVITY (SDG 8)

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Abstract

The study examines how internal communication encourages the well-being of employees through SDG 3 and organizational productivity through SDG 8. In view of the identification of communication as a strategic force of sustainability, the research analyzes the effects of clarity, transparency, leadership communication, and system of feedback in relation to employee health, motivation, and efficiency at work. Using the mixed-method design which incorporates the quantitative approach to the analysis of the surveys carried out in terms of the qualitative thematic background, the findings have proven that effective internal communication implies a new dimension in the levels of trust, reduction in stress, and increased perception of psychological safety, thus, contributing to the welfare of the workers. At the same time, it enhances team work, responsibilities and performance, which are an extremely significant consideration in productivity within organizations. Hierarchical rigidity, communication overload, and cultural differences are the major blocks that inhibit such results within the study. The study concludes that to be sustainable when growing organisations have to focus on common, caring and transparent communication strategies that are able to match the worldwide framework of the Sustainable Development Goals with the workplace thinking practices.

Keywords: Internal Communication, Employee Well-being, Organizational Productivity, Sustainable Development Goals (SDG 3 & SDG 8), Communication Barriers, Leadership Communication, Workplace Engagement, Organizational Sustainability

Introduction

Internal communication has been a strategic guru in both enhancing the well being of employees and their organizations in the present day organizational environment. Internal communication is defined as a well-organized flow of information, values, and feedback inside an organization, both formal and informal communications in the form of newsletters, intranets, meetings, and informal communications that constitute workplace cultures. Encouraging good health and well-being (SDG 3) and decent work and economic growth (SDG 8) have been

integral priorities on the professional path of organizations that, consequently, made communication a subject of interest since the organizations started incorporating their roles with the United Nations Sustainable Development Goals (SDGs). Openness and clarity of organizational communication patterns along with the inclusiveness affect the employee well-being, including physical health, psychological security, and emotional resilience powerfully (Mariappanadar, 2024). It has also been found that workers when they are being given frequent, two-way, and nurturing communication are less stressed, more content with the task at hand and feel appreciated. It agrees with SDG 3 that aims at facilitating total well being in all layers of the society including work places as vital social constructs. At the same time, internal communication is a major concern in creating productivity and sustainable performance of an organization. Effective working, innovation and having good role to play towards organizational goals can be accomplished by articulating sharing of goals, expectancies and feedback. Communication fosters SDG 8 by supporting productive workforce, promoting the idea of inclusion in the workplace, and sustainable economic development since it will provide the environment of cooperation, trust, as well as sharing of knowledge. Through this, the similarity of the internal communication, worker welfare, and productivity provides significant research area. Having the background of researching the role of communication plans in the creation of happier, more active personnel and more resilient corporations, the research attempts to track the internal communication, not merely as the labor mechanism according to which business is conducted, but as a source of long-term development in the working rooms.

Need Of the Study

The modern working environment has been characterized by high rate of change due to internationalization, technological fuel and employee demands. In this case, the concept of internal communication is becoming credible as one of the key entities in deciding the success and the viability of organizations. Despite all the significance, it is a form of peripheral administration action in most companies because the companies do not actually consider this to be the strategic instrument with a direct impact on the efficiency and welfare of the workers. This introduces a pressing need to explore and release the communication practices as the facilitators of a sustainable development of the organization. Compassion toward the employees has been identified to be a priority to all organizations in the world by large after the heightened stress levels, diminished satisfaction and mental illnesses related to work places. A culture of trust, understanding, and candor in which communication is encouraged is an excellent activity in reducing stress levels, building faith, and creating a sense of ownership and place in employees (Hung-Baesecke et al. 2025). This is exactly in this line in pursuit of SDG 3 (Good Health and Well-being) which establishes that the context of health in the working environment is not found only in the physical dimension but further on the psychological and emotional health. Exploratory research on inner-communication-and-well being interface is essential in creating organizations that would be healthier and muscled entities. Meanwhile, it is the quality of conferences that are directly linked with organizational performance. Workers will work better when they comprehend clearly their job, responsibilities and the corporate vision. However, incompetent communication results in miscomprehension, inefficiencies and losing it, which may retard development and competitiveness. Since SDG 8 (Decent Work and Economic Growth) focuses on productive working and sustainable economic performance, it is important to explore how internal communication can facilitate greater performance, as well as can be used to drive the innovation (Imaniyati et al. 2025).

Communication in the organizational environment has ceased to be an administrative duty in the changing sphere of organizational management and risen to be a strategic force behind staff experience and organizational achievement. Nevertheless, its acknowledged significance does

not mean that a great number of organizations do not fail to provide a systematic connection between in-house communication and organizational results like workforce satisfaction and single organizational performance. This limitation highlights the necessity to explore the purpose of internal communication towards the advancement of sustainable development at the place of work. The workplace is a place where economic activity occurs besides being a crucial space in which health and well-being are defined. Workers refuse to waste a considerable part of their everyday routine being in organizational environments and the extent of communication in these environments only determines their psychological security, levels of stress, motivation, and belonging. The consequences of this may be anxiety, lack of involvement in the decision-making process, or lack of clear and constant communication, and they occur as burnout and lack of engagement among the staff (Imaniyati et al. 2025). On the contrary, workers claim to be more satisfied, have elevated morale, and feel more resilient when the communication is open, transparent, and sensitive. In this sense, the article addresses the pressing requirement to address the SDG 3 (Good Health and Well-being) feature that primarily urges to focus on developing the environments favoring holistic human health. This study is also necessary due to the increasing awareness of sustainability in doing business. Organizations are not measured and assessed on their financial performance but it is also based on the criterion of social responsibility and compatibility with global development objectives. This study is an important contribution to finding out how organizations can apply the principle of sustainability in the internal operations of the company by exploring the dual effect of internal communication on employee health and performance.

Problem Statement

Current organizations have the twin problem of ensuring that workers are well-taken care and in the process achieving productivity and sustainable growth. Even though it is well established that internal communication represents one of the critical organizational functions, its role in strategic promotion of the health of both the employees and the overall performance of the organization has not been exhausted and is largely underestimated. Several work surroundings are still reported to have the same problems that include stress, burnout, disengagement, and high rates of turnover that is commonly associated with use of poor or ineffective communication practices. Meanwhile, poor communication and clarity occupy the way of cooperation and decreases the effectiveness of the work and the overall productivity.

Sustainable Development Goals (SDGs) of the United Nations, and especially SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth) also spoke about the necessity to provide healthy, inclusive, and productive work and working environments. Nevertheless, an imperative disjunction of how internal communication is directly contributing towards these worldwide objectives exists. Although studies have shown the importance of ensuring that employees have a sense of well-being in regard to productivity, there has been little research done to establish how communication plays a mediating role to ensure both productivity and employee well-being are the end results. This loophole is a big issue to the theory and practice. In the absence of definite understanding linking communication to positive well-being and productivity, the internal communication can remain underestimated by organizations as being a method of operation and not a facilitator of sustainable development. In turn, they run the risk of missing the opportunities to provide better health to the employees, deepen their engagement, and improve the economic performance.

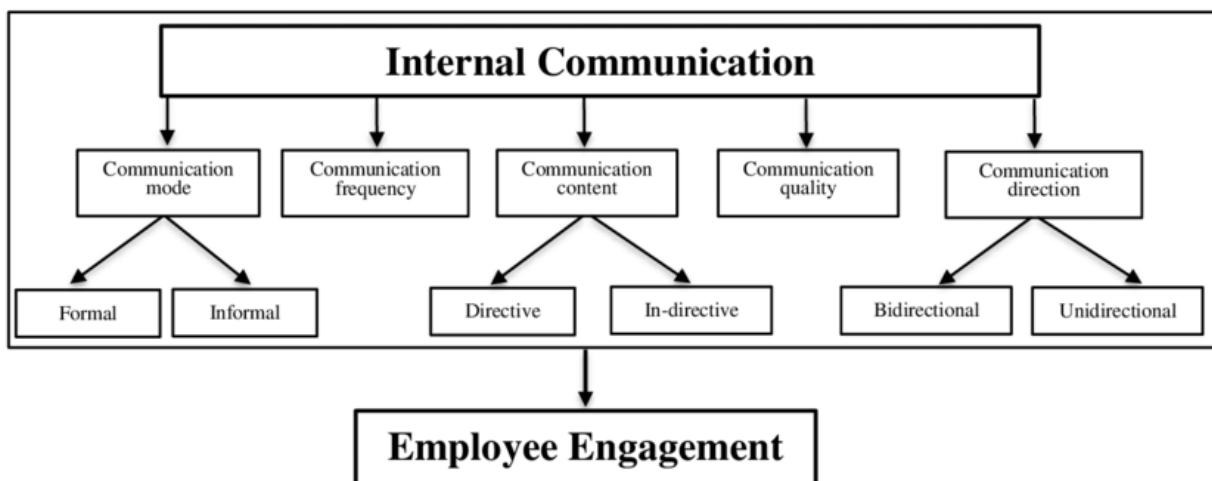
Literature Review

Theoretical Frameworks of Internal Communication

Internal communication can be better explained in a number of theories regarding how it produces a positive employee well being and productivity role. Systems theory puts organizations in an open space by operating as open systems where communication acts as the

bloodline linking various units and people. Failure in communication leads to hindrance of information flow, which results in inefficiencies, stress, and lack of engagement and communication across the organization (Verčič et al. 2012). Equally, social exchange theory underscores the mutual impression of the working relationship with the employees, having an assumption that, once employees realize that the communication approach toward them is open, transparent and treat them fairly, they react by being loyal, trustful and more engaged. However, the lack of proper communication evokes a sense of neglect and inequity which turns out to be burnout or withdrawal.

The second important framework is known as the communication model of two-way symmetrical which was initially designed by the public relations theory and which emphasizes dialogue, feedback, and understanding between management and employees. Through this participatory style adopted by organizations, workers experience felt loved and psychologically unafraid which turns out to improve their well-being and organizational purpose (Grunig, 2013). Next to it comes the communication satisfaction theory which postulates that job satisfaction and motivation is determined by the quality, measured by level of clarity, no lateness, possibility of feedback and openness, of the communication. Conversely, employees who are contented with communication are more present, well, and successful, which confirms the connection between communication and sustainable working results.



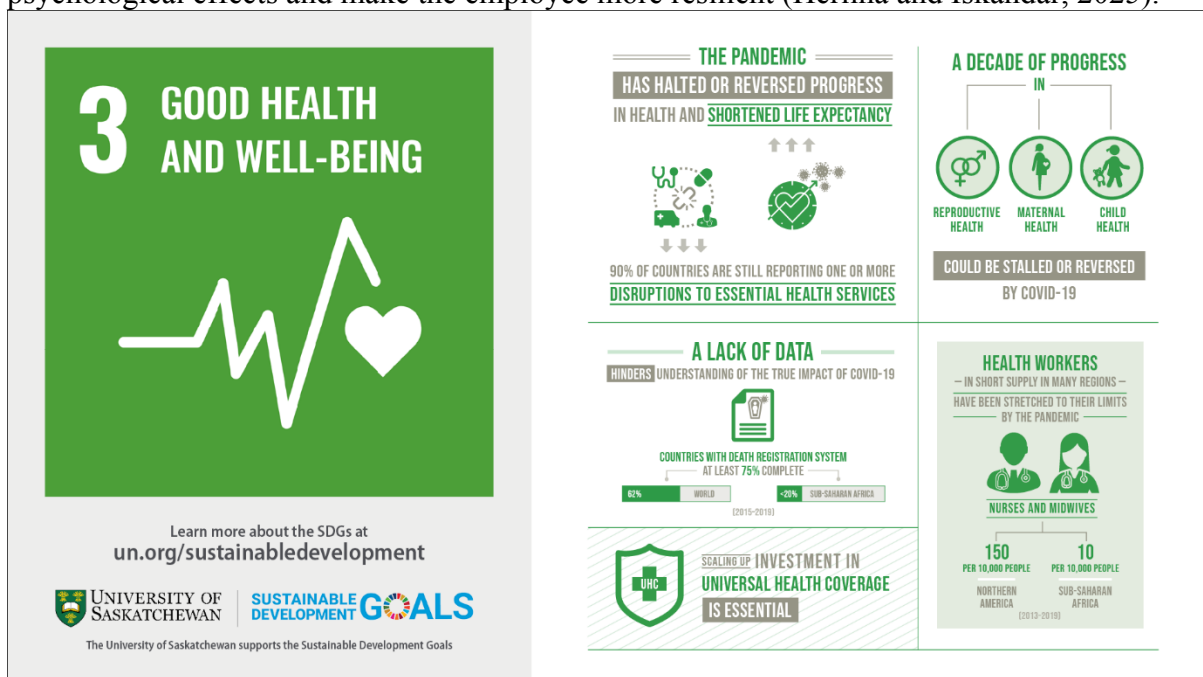
The organizational justice theory is also informative as it highlights fairness in the decision-making process as well as interpersonal treatment. Open and respectful communication improves the perceptions of fairness, stress, and builds trust, which strengthen the morale and performance of employees. The media richness theory finds its application in the contemporary working environment where organizations fully use digital applications by using such tools to communicate within the organization. The theory emphasizes the connection between the media and the message with its sensitivity or emotion, say, sensitive or emotional discussions are best done at a rich medium such as face-to-face communication or video communications, whereas regular updates are best done at a leaner medium such as email communication. Finally, the psychological safety model reasons why the communication practices that will enable the employees to share their concerns and ideas without the impact of the negative outcomes should be allowed (Grunig, 2013). The environment is safe because of open and loving communication which leads to the well-being, collaboration, creativity and productivity within the teams. In reality, these models indicate that, internal communication is not a simple communication of information by relaying but a tactical process which has an influence on the psychological well being of employees and on the economic outcome of organizations. Coupled together, the theories will allow the organizations to build communication practices

that not only enhance employee well-being (SDG 3), but also sustainable productivity (SDG 8) and, thus, sustainable development at the larger scale.

Internal Communication and Employee Well-being (SDG 3)

The healthy management of the workplace extends beyond the concept of not being sick, but also including psychological well being, emotional capacity, job satisfaction, and sense of identification. It is always evident that lucid, transparent and sympathetic communication in an organization acts as a reduce in ambiguity and frustration that are usually catalysts to burnout and anxiety at work. Employees communicate better when information flows frequently, and instill in employees a sense of control, reduce ambiguity levels, and are less prone to mental and emotional instabilities (Walden, 2021). That way, internal communication serves directly to the goals of SDG 3 (Good Health and Well-being) that focuses on the advocacy of complete healthy living in life in general, and work in particular.

Psychological safety is one of the most important contributions by internal communication to the well-being. That is why employees face fewer issues because they expect to be able to voice their concerns, ask questions, or even share their ideas without fear of adverse consequences. Open communication channels also promote inclusivity where employees feel important and appreciated and this increases their emotional levels. By contrast, it is common in organizations with a weak structure of communication, that an increase in the level of stress at the workplace, lack of engagement and conflict develop and not only impact the stress levels of people but undermine the social fabric of the organization. Besides, effective communication policies with feedback, recognition, are used to create a feeling of appreciation and acceptance in employees. Given that they feel accepted with the help of supportive communication, it is associated with a decreased level of stress, better motivation, better job satisfaction. Similarly, compassionate communication in the case of change or crisis, including an organizational reform or an external shock, such as the COVID-19 pandemic, has been demonstrated to reduce adverse psychological effects and make the employee more resilient (Herlina and Iskandar, 2025).





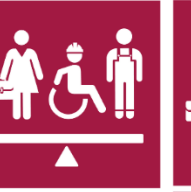









The position of technology as a means of internal communication affects well-being directly, as well. It offers organizations to remain in contact with employees in the real time as the increasing usage of digital platforms, however, has risks like information overload or perpetual availability that can inflict damages on the mental health. Good internal communication

approaches consequently balance the act- without making the employees overwhelmed by severance.

Internal Communication and Organizational Productivity (SDG 8)

There is also close association between communication and productivity that has mostly been witnessed in the knowledge economies that have linked intangible resources such as expertise, creativity and innovation with growth. In that context environments, that surround knowledge, internal communication is the channel around which information has to flow, concepts have to be shared and collective learning leveraged. Organizational failure to emphasize on communication generates knowledge silos in that the cooperative process is suppressed and creativity is limited. On the contrary, organizations that establish a culture of open communication provide its workers with power in contributing their ideas and participating in problem solving that enhances flexibility and productivity. Besides this, the organizational resilience that is a long-term aspect of productivity is realized through the internal communication. During the periods of crisis which are either an economic recession or a world shaking, clear and quick communication will reduce the amount of ambiguity, will inculcate the employees with emergency measures, and will make the sense of certainty to counter odds. Such a practice will commit it not only to the healthiness of productivity in the short term, but also to a healthiness and sustainability of long-term development as described in SDG 8. The aspect of internal communication is also not only supportively oriented but a strategic influences the productivity in the organization. In the process of goal alignment, enhanced input, knowledge development and flexibility, through communication creates the capacity of organizations to attain both sustainable expansion and good of workplaces inclusive and productive.

TARGET 8-1  SUSTAINABLE ECONOMIC GROWTH	TARGET 8-2  DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY	TARGET 8-3  PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES	TARGET 8-4  IMPROVE RESOURCE EFFICIENCY IN CONSUMPTION AND PRODUCTION	TARGET 8-5  FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY	TARGET 8-6  PROMOTE YOUTH EMPLOYMENT, EDUCATION AND TRAINING
TARGET 8-7  END MODERN SLAVERY, TRAFFICKING AND CHILD LABOUR	TARGET 8-8  PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS	TARGET 8-9  PROMOTE BENEFICIAL AND SUSTAINABLE TOURISM	TARGET 8-10  UNIVERSAL ACCESS TO BANKING, INSURANCE AND FINANCIAL SERVICES	TARGET 8-A  INCREASE AID FOR TRADE SUPPORT	TARGET 8-B  DEVELOP A GLOBAL YOUTH EMPLOYMENT STRATEGY

The relationship between communication and productivity is especially evident in knowledge-driven economies, where intangible assets such as expertise, creativity, and innovation drive growth. In such contexts, internal communication becomes the channel through which knowledge is shared, ideas are exchanged, and collective learning is fostered. Organizations can create knowledge silos when they do not make communication priorities one of their priorities, which inhibits grouping efforts as well as innovative ideas. Conversely, organisations which develop culture of open communication enable their workers to bring ideas, and participate in problem solving that not only boosts productivity but also flexibility.

In addition, internal communication leads to organizational resilience which is a long term facet of productivity. Keeping employees settled to contingency plans, but more importantly creating confidence in solving crises that seem neither certain nor understandable should issues like economic downturns happen or the global collapse, prompt and open communication can help to avoid uncertainty and get every employee on the same page in confidence that they will overcome the predicament. These practices are precautionary to both short term productivity and long term growth and sustainability as envisaged in SDG 8. Internal communication does not solely play a supportive role but is a strategic potentiality of organisational productivity. By facilitating goal alignment, enhancing engagement, promoting knowledge sharing, and ensuring adaptability, communication strengthens the capacity of organizations to achieve sustainable growth while creating workplaces that are inclusive and productive.

Barriers and Challenges in Internal Communication

Even though it is imperative, internal communication within organizations is vulnerable to different barriers and obstacles that undermine its effectiveness and influence on the welfare and productivity relating to employees. Lack of clarity and transparency in communication is one of the most widespread obstacles. In the case of incomplete, inconsistent, and ambiguous information, the employees will feel lost, misinterpreted, and disillusioned. This negatively affects productivity and is one of the factors that results to stress and decreased mental health as employees have trouble adopting their efforts to irregular expectations (Smrek, 2021). An additional minor complication is connected with the hierarchies and tight organizational cultures that inhibit the free flow of the information. Top-down communication prevails in highly centralized organizations, and there are few possibilities to receive a feedback or a conversation. Staffs in these facilities usually find themselves locked out of the decision making processes, thus becoming inactive and lack of trust. This is very unfavorable to collective safety and it discourages employees to raise issues or ideas that might enhance performance in the organization instead.

There are also the technological barriers, which are especially problematic regarding the set up of digital and remote work. On the one hand, communication technologies, i.e. emails, online communication systems and platforms of virtual meetings have resulted in high rates of connectivity, on the other hand they can also cause issues of information overload and continuous distractions. The disrespect in work schedules may subject employees to pressure to work incessantly and abuse work-life boundaries that lead to negative effects on the psychological level. In addition, the overuse of digital communication normally denies an individual emotional communication skills, which destroys relationships and collaboration. It also complicates the process of communication in the varied and globalized workplace because of the annualities of culture and language. The differences in the communication styles and norms, the language and language knowledge level could result in the cases of misunderstanding, misinterpretation and unintended confrontation. Otherwise, the setbacks are destined to bring about certain schism in the teams, low morale levels, and decline in the overall efficiency levels. In line with this, geographical and physical boundaries could be occasioned by the influence of trying to place employees at a different station/time zones and as a result this might imply that real-time communication would be difficult leading to delays in decisions and co-ordination.

Resistance to change is also another aspect of change and that may be experienced particularly in cases of changes that occur within an organization such as restructuring, merger or introduction of new technology. Poor or irregular communication in such times also indicates that the employees tend to develop feelings of uncertainty and anxiety that affects their state of well being and reduces their production. It takes clarity, compassion and regular updates because they can only communicate effectively in such a situation but many organizations fail

to do such. Communication skills in management are very essential. Ineffective leaders and supervisors may hinder teamwork unconsciously, as a result of employing bad listening skills, less empathy, and the inability to provide adequate feedback. It is not possible to engage or motivate the employees that feel unheard or undervalued, and this factor directly affects both the well-being and performance results.

Methodology

The paper used a descriptive and analytical research design to investigate how the concept of internal communication can be used to improve not only employee welfare (SDG 3) but also organizational productivity (SDG 8). It is a mixed-method strategy, applying quantitative and qualitative data. The statistical applications of correlation and regression analysis were adopted to examine the correlation between communication effectiveness, well-being and productivity. The qualitative experiences were then semantically examined in order to keep discovering the daily trends, obstacles, and practices considered to be best in internal communication.

Results and Discussion

The research results; internal communication plays a key role in staffing happiness and output of the organization, and thus, resonates with the target of Sustainable Development Goal 8 (Decent Work and Economic Growth). The findings indicate that efficiency and engagement of the employees are directly increased by clarity and clear state of communication (Verčič et al. 2012). In organizational communication, when messages are consistent, on time and open, there is an increase in motivation and responsibility among the employees reported. Contrarily, communication that is vague is likely to cause stress, confusion and sluggishness in the manner tasks are carried out, which translates to less desired productivity. This discussion also suggests that hierarchy of organizations usually serves as the obstacle to sound communication. The flow of communication in various hierarchy levels in organizations brings the sense of belonging in employees and this affects the collaboration and decision making as well. On the other hand, upward communication is minimal in a very hierarchical work setting, which causes disengagement, no trust and low morale. This result supports the opinion that information exchange is not the sole purpose of communication, but also the process of empowerment and involvement in organizational life (Herlina and Iskandar, 2025).

Table: Effective Communication Practices and Their Benefits

Communication Practice	Benefit for Well-being (SDG 3)	Benefit for Productivity (SDG 8)
Clear and transparent messages	Reduced stress, higher confidence	Increased efficiency, accountability
Open feedback systems	Greater trust, psychological safety	Better innovation, problem-solving
Empathetic leadership	Enhanced morale, reduced workplace anxiety	Higher engagement, stronger teamwork
Inclusive communication culture	Stronger sense of belonging, improved trust	Greater collaboration, adaptability
Balanced use of technology	Less stress, improved work-life balance	Streamlined processes, reduced overload

Technology also has an impact on internal communication of its nature. Granted that the processes of information dissemination have been accelerated and made more convenient due to the digital capabilities welfare of instant messaging and video conferencing, they have now been limited. The haste flow of information and multitude of meetings and the constant notifications have caused most employees to complain about communication fatigue. It does not only diminish focus and productivity but also causes stress and shows workplace/life

boundaries, making life quite difficult to distinguish freely without this digital strain. Therefore, although technology has made some aspects organizationally productive, there are emergent issues, which it compels organizations to neutralize with keen concern. The distance along with cultural diversity appeared to be the next obstacles to effective internal communication, especially in multinational organizations (Smrek, 2021). Language, culture and time disparity tend to cause misunderstandings and communication challenges. All these problems influence the connectedness of a team and its efficiency to work, undermine the idea of teamwork, burden with tensions between people, which leads to decreased productivity eventually. The workers in distant or geographically separated offices also claimed isolated and detached feelings, which affects the well-being and sense of belonging.

Table: Barriers in Internal Communication and Their Impacts

Barrier	Impact on Employee Well-being (SDG 3)	Impact on Productivity (SDG 8)
Lack of clarity and transparency	Stress, confusion, reduced confidence	Delays in tasks, inefficiency
Hierarchical structures	Low trust, disengagement, poor morale	Limited feedback, weak collaboration
Technological overload	Anxiety, burnout, blurred work-life balance	Communication fatigue, reduced concentration
Cultural and language differences	Interpersonal conflict, lack of belonging	Misunderstandings, coordination difficulties
Geographical distance	Feelings of isolation, detachment	Slower decision-making, reduced cohesion
Poor managerial communication	Low morale, feeling undervalued	Weak alignment with goals, low motivation

The other major observation is connected to leadership communication. Open, emblematic, and participative forms of communication were identified by the leaders as they fostered trust and in addition with the intensity of employee engagement. Communication of goals and expectations helped (not just enabled) by the leaders not only led their expectations clear and helped employees achieve them, but the practice of communicating with the leaders helped eliminate anxiety and boost morale at work. Conversely, a low level of poor managerial communication, which was made of absence of feedback, poor listening, and poor transparency, was strongly connected with a poor level of motivation, lack of engagement, and performance level. The findings indicate that even though internal communication helps much to improve organizational productivity, its efficacy is hindered by the manner in which organizations prevent hindrances pertaining to hierarchy, cultural diversity, digital overload, poorly established leadership communication (Grunig, 2013). Through the discussion, it is clear that the systems that achieve success not only primarily take place when they transfer information but also strengthen trust, promote psychological well-being and generate the balance between efficiency and well-being of employees. By establishing internal communication as the empowerment dimension of long-term productivity, this integrative approach contributes to the popularity of internal communication regarding the larger objectives of SDG 8.

Conclusion

The research finds out that internal communication is an important facilitator of employee well-being and organizational productivity, and it directly contributes to SDG 3, SDG 8. Active, open, and understanding communication are based on trust, business press, lowered stress levels, and improved psychological protection at work hence decent health and well being

among workers. Meanwhile, good teamwork, responsibility, and productivity are the primary concern of improved output and long-term organizational development and promoted through appropriate communication. However, hierarchies, technology bloat, cultural differences, and poor management communication comprise few of the things that hinder such benefits, and in this respect, organizations must contemplate taking integrated and balanced communication styles. By aligning the internal communication and the leading idea of sustainability, it would not only allow organizations to make up with a higher level of performance, but would also help in making sure that the objectives of world change rulings have been achieved.

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