

RESEARCH ARTICLE

Promoting strategic internal communication in governance to enhance employee creativity in organization

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ABSTRACT - The global construction sector still lacks a full understanding of the significance of communication, resulting in weaknesses in the business process. This principle applies to the building industry as well, as communication breakdowns often lead to financial losses due to unrecognized risks. The objective of this research is to investigate the correlation between organizational communication and the generation of creativity within the organizational governance. The study analyzed 134 questionnaire data gathered from Ipoh, Perak, using the partial least squares structural equation modelling (PLS-SEM) approach. The results indicate that when internal communication and leadership communication in governance are symmetrical, individuals are more likely to receive feedback from a variety of interpersonal sources, including supervisors, colleagues, and peers from different departments. This enhances creativity. The study concludes that communication leadership at the supervisory and senior levels positively impacts the symmetrical system's internal communication, leading to an increase in novel ideas within the organization.

ARTICLE HISTORY

Received : 16-09-2024
Revised : 07-11-2024
Accepted : 11-12-2024
Published : 30-12-2024

KEYWORDS

Employee creativity
Supervisory communication
Internal communication
Feedback-seeking
Governance

1. INTRODUCTION

Creative ideas have grown in importance for businesses worldwide in today's corporate structure. Creativity has the potential to spark new ideas within organizations, as mentioned by Lee and Kim (2021). In order to achieve the objectives of the organization and to receive and exert influence, as well as to give and receive work impetus or incentives, creativity is crucial in organizational governance communication. The importance of internal communication in governance networks has been demonstrated in earlier studies to foster employee creativity. The exchange of information amongst all members of an organization to further the goals of their different departments is known as internal communication. Every member of an organization should make an effort to communicate information, ideas, and thoughts clearly in order to guarantee that it functions effectively and smoothly. Otherwise, the inability to have effective communication among employees may impose negative impact on production as well as work relationships in an organization.

Most businesses decide to employ symmetrical internal communication in governance so that they can implement changes within the company. Employees feel genuinely empowered to take an active role in the growth of the company because of this take on communication. An open, unrestricted, and active exchange of ideas can yield creative ideas from employees; therefore, symmetric internal communication in governance has the potential to foster employee creativity as a valuable business resource. Senior leadership therefore has a big influence on employee attitudes, job satisfaction, performance, and, ultimately, how they talk about the company to outside audiences. Employee feedback-seeking behavior (FSB) connects symmetrical innovation and internal communication in governance, which makes it significant in businesses. This demonstrates how symmetrical communication environment encourages positive communicative behavior among staff members (Lee & Kim, 2021).

1.1 Background of the Study

Perak is Peninsular Malaysia's second biggest state after Pahang, and Malaysia's fourth largest state. Ipoh is a hilly city in the Kinta District that serves as the capital and administrative center of Malaysia's Perak state. Ipoh, situated between Kuala Lumpur and Penang, is also one of Malaysia's fastest expanding cities. Meru Raya City, north of Ipoh, has been designated as Perak's first multimedia super corridor (MSC). Many high-value projects, including film and television animation park studios are operating there. Amanjaya will serve as a miniature version of Ipoh City's terminal like the one in Putrajaya.

In Ipoh, a local developer, Mysuccessland Sdn. Bhd., is currently working on a large-scale private project in Bandar Lahat. It is known for building low and medium cost houses, and the project has been set to be the largest private development in Ipoh since the past 15 years. Mysuccessland owns 82.53 acres of land and plans to construct 1,465 units of property in Ipoh, which include 392 low-rent flats, 404 medium-priced apartments, and 669 single-storey terrace houses. In collaboration with the Ipoh City Council (MBI), Mysuccessland aims to improve the living conditions of low-income residents by providing them with the opportunity and priority to purchase low-cost houses. This initiative will help to address the issue of affordable housing in Ipoh and provide a better quality of life for those who may not have had

access to such opportunities before. Internal communication's job is to establish and publicize implementation goals, build performance strategies, and best manage resources. This aids in the selection, training, and evaluation of personnel in a company. This is a corporate tool that guides and pushes employees to do their best. Because the architect is one of the parties involved. This illustrates how the client shapes the development project. This refers to the significance of internal communication in governance in a company.

1.2 Problem Statement

Communication issues between management and subordinates are among the most common challenges that businesses face (Zwikael et al., 2022). Communication issues can be caused by leadership style or a lack of communication skills. The lack of strategic internal communication and leadership in governance support can impact employee creativity. A weak, dictatorial, and traditional leadership style might stifle open dialogue. Although interpersonal skill deficiencies are a 'disease', they are a quiet killer of organizational dynamism (Lee & Kim, 2021). This research was conducted in response to difficulties that had arisen, one of which was a lack of effective information distribution. The way information is presented is critical for comprehension. Before making the presentation, the sender or communicator should examine the best strategy to use and strive to simplify the terminology so that most of the information receivers comprehend what they are trying to say. For example, when the pandemic struck Malaysia, the method of delivering an order changed from face-to-face to using communication mediums such as email, WhatsApp, or Facebook (Ramdzan & Raaban, 2022). Due to that, not all employees understand how to utilize the medium, making it hard for them to listen to instructions effectively, which may result in misunderstandings.

Next, a typical issue in an organization is how to inspire people in the Perak state to work more effectively and enhance the generation of innovative ideas. As a result, numerous initiatives have been planned and implemented by management in the process of personnel recruitment, selection, placement, and training. Previous research by Kambara et al. (2023) has found a link between internal communication and work performance. Communication in the organization affects every person of the organization, hence communication in the organization will affect the generation of creative ideas of each employee. According to Lee & Kim (2021), there is still a conflict between the communication process and employee creativity. Thus, these studies' disagreements prompted the researcher to perform this study on the association between the communication process and employee creativity. As a result, the intent of this research is to develop internal communication techniques and leadership practices among construction employees in Ipoh, Perak.

1.3 Research Questions

- RQ1: How can supervisory support impact employee creativity in an organization construction in Ipoh, Perak?
- RQ2: How does symmetrical internal communication affect employee creativity in the organizational settings in a construction organization in Ipoh, Perak?
- RQ3: What is the impact of feedback-seeking behaviors on employee creativity within construction organizations in Ipoh, Perak?

1.4 Research Objectives

- RO1: To investigate how supervisory support affects employee creativity in an organizational setting in Ipoh, Perak.
- RO2: To study the relationship between symmetrical internal communication and employee creativity in the organizational settings in a construction organization in Ipoh, Perak.
- RO3: To explore how seeking feedback can influence employee creativity within an organizational structure in Ipoh, Perak.

1.5 Scope of the Study

Workers in the construction in the state of Ipoh, Perak, Malaysia, were chosen as the scope of the sample to be researched. As a result, the purpose of this research is to analyse the components of strategic internal communication, which are supervisory communication, internal communication and feedback-seeking in governance, in addition to analysing the efficiency of practices carried out by superiors in terms of their ability to influence the creativity of employees. The respondents for this poll were targeted from a construction firm and the data collection was conducted online. A google form was used for the data collection. The form is a questionnaire that is structured according to the three components and employee creativity.

1.6 Significance of the Study

This study will initially concentrate on how supervisors communicate with their subordinates. Then an effective approach will be devised to guarantee that managers could convey the instructions to employees to ensure good employee performance. Managers and management theorists contend that accomplishing organizational goals needs the ongoing participation of organizational leaders. To build successful interactions with all stakeholders, the leader must first train themselves to be able to convey varied ideas and information in an organization to commence any great task. Sahoo et al. (2024) mentioned that the ability to develop a good relationship between superiors and subordinates is an advantage to the organization. Workers require intimate relationships because they may minimize feelings of loneliness and make a person feel valued owing to the presence of words or acts like expressing appreciation and boost the sense of satisfaction

and decrease feelings of pain in life. Lastly, it motivates team members to collaborate. When firm executives interact with team members rather than overseeing them from distance, they feel appreciated and respected. This sense is frequently accompanied by increased work satisfaction and loyalty.

Furthermore, the brainstorming like the think-aloud method as mentioned in Zou et al. (2024) was used in this study to stimulate innovation in construction among the workers in Ipoh. This strategy is one of the acknowledged strategies for improving an employee's creativity in the overall creation of work. The separation of the idea creation and assessment processes is a critical component in brainstorming. Brainstorming exercises should be centered on the number of ideas and proposals given through workers engagement. Furthermore, it may increase internal communication in governance by communicating thoughts and ideas that occur to any workers. In effect, the worker will be more inclined to cooperate with people, to compromise when required, and to confront tough circumstances with an open mind and believe that all will work out in the end.

2. LITERATURE REVIEW

The building industry is the world's first major economic sector. However, the construction industry's reputation is not particularly excellent compared to other sectors because of the industry's unique characteristics. Clearly, many things contribute to the industry's complexity. Despite the lack of data, most people acknowledge that there are dangers associated with building projects. These include going over budget, finishing late, falling short on quality, and disrupting other projects. Effective communication is one of the key elements for a successful project's completion (Lee & Kim, 2021). Success in this country's infrastructure development initiatives depends heavily on open lines of communication throughout the project life cycle. However, there are still complaints about how the building project was carried out, with most problems being traced back to insufficient coordination and communication. During the recent COVID-19 outbreak, businesses in Ipoh, Perak may have had challenges with communication that resulted in inaccurate information delivery. Construction workers are not the only ones who were impacted. This is because the construction site managers were hampered in their communication abilities by the COVID-19 pandemic situation. Companies will have to isolate employees for lengthy periods of time, causing a shortage of workers. As a result, the shortage of labour on the site slowed down the building process. Zamani et al. (2021) reported that the Malaysian government has issued a movement control order (MCO) suspending all building works due to the pandemic.

Somehow, in the last five years, digital practice is becoming popular and receives a mixed response from the practitioners. The Public Works Department (PWD) of Malaysia has offered ideas to encourage digital growth using the Building Information Model (BIM) tool. The National Cancer Institute of Malaysia, the Pahang Type 5 Health Care Center, and the Shah Alam Anti-Corruption Commission Administrative Complex are some examples of completed projects that made use of BIM software. All of them represent some of the early uses of BIM tools in Malaysia. BIM is utilized in the project's design phase, for example, in the location simulation, visualization, design evaluation, conflict assessment, planning, 4D simulation and modelling documentation. Although most Malaysian construction firms are making efforts to increase their use of BIM applications in their construction projects, the rate of BIM use is still at a low level because of a lack of proper guidance, relatively limited government support, and a lack of trained personnel.

The usage of BIM tools make communication becoming a technical language. Even though the communication is not through traditional methods such as verbal and visual, the message passed through must carry the meaning intended by the sender to the recipient. The ability to receive and interpret the message in the form of drawings and schedules becomes a new challenge. When the message is received and processed by the recipient and translated as clear and as intended, then only it could be called that the two parties have successfully communicated. After that, the receiver must respond suitably to the sent data. This is crucial because a message might be delivered but misunderstood if the receiver has a different response than expected (Holtgraves, 2021). It is supported by Musheke & Phiri (2021), confirming that effective communication has a positive effect on organizational performance. This also indicates that one person who utilizes all his skills and talents to communicate the message or information may have a firm grasp on all facets of effective communication.

Because of this, there are communication problems in the construction industry, including the fact that management often sends mixed signals to employees (Lee & Kim, 2021). This is due to the fact that sometimes different supervisors convey contrasting signals on what should be prioritized. Employees become perplexed and distrustful as a result. In a long run, the project will run into time and quality issues due to the workers' inability to communicate effectively. This matter is not strange especially where projects involve foreign workers with local supervisors giving instructions in the local language. Because of this, the building project will go beyond its original completion date. This will make it more difficult for the firm to finish the work on time. Organizational performance is crucial to ensure that the organization's efforts are fruitful and provide the desired results (Lee & Kim, 2021). Therefore, the purpose of this research is to examine the relationship between supervisory support, symmetrical internal communication in governance, and requesting feedback from supervisors, peers within the same department, and peers across departments, and how each variable affects employees' creative output in a Perak-based organization.

2.1 Supervisory Supportive Communication

Researchers emphasize the need for interactive support. Employees' impressions of how individuals interact with one another in organizational contexts, particularly in relationships with supervisors (Lee & Kim, 2022), are referred to as communication styles. Leadership or supervisor support for communication via openness, empathy, and other behaviours can affect whether workers feel supported by their superiors as a component of employee views of organizational communication climate (Liu et al., 2021). A critical aspect is effective communication with supervisors. success at work. As a result, employees must feel safe and eager to contact their superiors in a timely manner to address difficulties, seek support, or report task progress. Based on a freelancing study, this study defines supervisory support communication as the level of confidence that workers have in their superiors. They have a working partnership.

2.2 Symmetrical Internal Communication

Symmetrical communication is acknowledged as a very successful communication strategy for engaging with internal stakeholders, such as workers (Men & Yue, 2019). Symmetrical internal communication in governance prioritizes the needs of workers, focusing on proactive organizational listening, promoting equitable and transparent communication between the organization and people, fostering acceptance of diverse perspectives, and facilitating negotiation (Vokić et al., 2023). The concept of symmetrical internal communication in governance promotes the idea of working together to enhance the influence of all individuals inside the organization, for the collective advantage of everyone involved (Douglas et al., 2022). Hence, when the organization engages in such communication, it actively listens to the viewpoints of its workers and takes appropriate actions to address their issues, aligning them with the organization's conduct. A symmetrical internal communication in governance system has the potential to effectively empower workers, enabling them to actively engage in and have an impact on the decision-making process (Lee & Kim, 2021). Prior studies have demonstrated that a balanced and reciprocal internal communication in governance system results in various favourable consequences for employees, including strong employee-organizational relationships (Men & Sung, 2022), heightened employee engagement (Lee & Kim, 2021), and increased employee organizational citizenship behaviours (Men & Yue, 2019). While several studies have shown the advantages of engaging in symmetrical internal communication in governance, there is a dearth of knowledge on its influence on organizational change processes. The objective of this research is to investigate the impact of symmetrical internal communication in governance on employee creativity in organizational construction in Ipoh, Perak.

2.3 Feedback Seeking Behaviours

The literature on feedback-seeking behavior has mostly focused on feedback-seeking from supervisors, peers in the same department, and peers in different departments. Feedback-seeking behaviour is described as "the conscious commitment of effort to determining the correctness and adequacy of behaviour in order to achieve a valued end state" (Ashford, 1986, p. 466). Individuals can use it to attain their goals and manage their behavior (Lee & Kim, 2021). Individuals can considerably benefit from feedback from colleagues since they spend most of their time with them and most activities involve the participation of team members (De Stobbeir et al., 2020). Early feedback seeking allows employees to get critical performance information that may be used to change their work and behaviour, resulting in deeper levels of learning, creativity, belonging, and enhanced performance and happiness (Crans et al., 2022). Accordingly, we propose a favourable association between receiving feedback from supervisors, peers in the same department, and peers in different departments and employee innovation.

2.4 Development of Hypothesis and Conceptual Framework

In this study, the independent variables (IV) consist of three elements which are supervisory supportive communication, symmetrical internal communication and feedback-seeking behaviours. Meanwhile, the dependent variable is employee creativity. The conceptual framework of this study is shown in Figure 1.

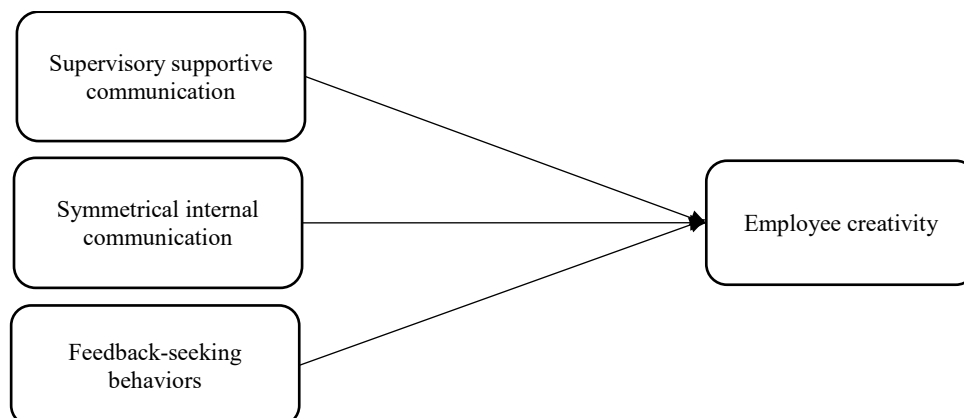


Figure 1. Conceptual framework

Based on the discussion in the literature review, the below hypotheses have been established:

- H1: Supportive communication from supervisors is positively related to employee creativity.
- H2: Symmetrical internal communication in governance mediates the relationships between employee’s creativity.
- H3: Employees’ feedback-seeking behaviours are positively related to employee creativity.

3. METHODOLOGY

Employees at all levels of the organization are the intended responders. This research uses quantitative approach to examine numerical data and frequently necessitates the use of statistical tools to analyses the information gathered. The workers in the construction sector in Ipoh, Perak are the study’s target group. In this study, the data was collected through the distribution of online questionnaires to a random selection of workers. The primary objective was to gather responses from more than 134 individuals, after which data collection the findings would be analyzed. The study utilized social media platforms such as Twitter, Facebook, Instagram, and WhatsApp to distribute the questionnaires. The collected data was compiled into a single dataset, known as a master data set. The analysis of this raw data will provide deeper insights into the study’s findings. For this investigation, the acquired data are analyzed using Structural Equation Modelling (SEM). Structural Equation Modelling (SEM) is a well-known tool utilized by quantitative researchers, and Smart PLS software can be used by researchers to perform SEM analysis.

4. RESULTS AND DISCUSSION

The demographic profile in this research may include gender, age, and position. The first feature of the respondent’s profile was gender. There were 111 male respondents (82.8%) and 23 female respondents (17.2%) among the 134 totals. Consequently, men outweigh women in the survey. The second portion was divided into age groups, with 48.5% of the 65 respondents were between the ages of 20 and 29, while respondents between 30 and 39 of age made the second-largest age group with 52 respondents (38.8%). The total number of respondents in the age range of 40 to 49 years was 17 (12.7%), showing that respondents aged 40 and above were underrepresented in this research.

Table 1. Demographic background of the respondents

No.	Information	Frequency	Percentage
1.	Gender		
	Male	111	82.8
	Female	23	17.2
	Total	134	100.0
2.	Age		
	20 – 29 years	65	48.5
	30 – 39 years	52	38.8
	40 – 49 years	17	12.7
	Total	134	100.0
3.	Position		
	Contractor	9	6.7
	Project Manager	4	3.0
	Site supervisor	3	2.2
	Worker	104	77.6
	Clerk	7	5.2
	Manager	3	2.2
	Financial Services	1	0.7
	Project Planner	1	0.7
	Real Estate Negotiator	1	0.7
	Assistant Supervisor	1	0.7
	Total	134	100.0

In addition to the respondent’s status at his or her workplace in this research, the worker with the highest percentage for this job was 104 people, with a percentage of 77.6%. Contractors were the second most common responders, accounting for 6.7% of all respondents. Clerks earn a total of 5.2% (7 individuals), whereas project managers earn Site supervisors and managers received a total of 2.2%, which was 3 people. Finally, financial services, project planners, assistant supervisors, and real estate negotiators received the lowest share of 0.7%, representing one worker. The scoring

scale 1 denotes (never), scale 2 denotes (rarely), scale 3 denotes (sometimes), scale 4 denotes (frequently), and scale 5 denotes (often). From Table 2, the mean value of supervisory supportive communication (SSC) was 3.5731, with a standard deviation of 0.8018. Symmetrical internal communication (SIC) had a mean of 3.7612, and the standard deviation was 0.6995 finally, feedback-seeking behaviors (FSB) had a mean value of 3.8781 and a standard deviation of 0.8026 for the independent variable. Employee creativity (EC) had a mean and standard deviation of 3.8418 and 0.7532, respectively.

Table 2. Descriptive analysis

Variable	Mean	Standard Deviation
Supervisory supportive communication (SSC)	3.5731	0.8018
Symmetrical internal communication (SIC)	3.7612	0.6995
Feedback-seeking behaviors (FSB)	3.8781	0.8026
Employee creativity (EC)	3.8418	0.7532

4.1 Measurement Model Assessment

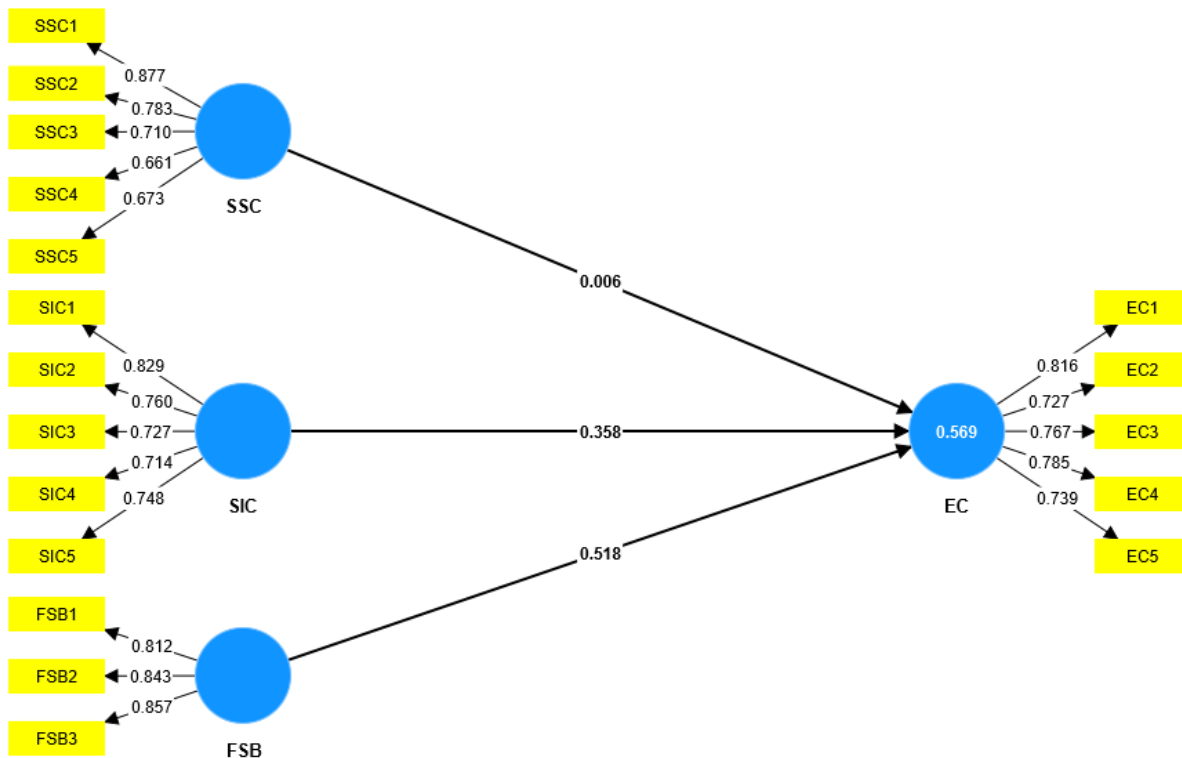


Figure 2. Initial path PLS model

Figure 2 depicts the independent variables, those are supervisory support communication (SSC), symmetrical internal communication (SIC), and feedback seeking behaviour (FSB). Meanwhile, the dependent variable is Employee creativity (EC). After that, link open-mindedness and social responsibility to information and communication technology, then ensure that all study variables are linked and switch from unaccepted to accepted data. Then, add data and build a model. When the model is finished, run the PLS Algorithm. Because of this, each indication will have its own external loading. One the PLS is run, the reliability and construct validity are evaluated. The convergent validity will provide the metric composite reliability (CR), Average Variance Extracted (AVE), and Cronbach's alpha for each variable. When the discriminant validity of the measures is tested (HTMT), the Fornell-Larcker criteria and the Heterotrait-Monotrait Ratio are discussed.

Table 3 shows convergent validity for outer loading, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). The degree to which a measure is positively linked with other measures of the same concept is referred to as convergent validity (Sarstedt & Cheah, 2019). The degree to which two tests have the same definition is referred to as convergent validity (Hair et al., 2019). The Average Variance Extracted (AVE) and outer loadings of each latent concept must be computed to test convergent validity (Carole et al., 2017; Hair et al., 2019). Cronbach's alphas are used as a measure for evaluating data accuracy in this study since the findings show a positive association across all variables. Cronbach's alpha was used to demonstrate internal consistency and determine the instrument's reliability. (Hajjar, 2018) defines a trustworthy item as having a Cronbach's alpha value better than 0.7. To be considered acceptable,

the outer loading of latent variables must be at least 0.7. Outer loadings of latent variables less than 0.7, on the other hand, must be discarded. All outside loading in this investigation surpasses the minimal threshold of 0.7.

Table 3. Convergent validity

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
Supervisory supportive communication (SSC)	SSC 1	0.877	0.832	0.861	0.555
	SSC 2	0.783			
	SSC 3	0.710			
	SSC 4	0.661			
	SSC 5	0.673			
Symmetrical internal communication (SIC)	SIC 1	0.829	0.813	0.870	0.573
	SIC 2	0.760			
	SIC 3	0.727			
	SIC 4	0.714			
	SIC 5	0.748			
Feedback-seeking behaviours (FSB)	FSB 1	0.812	0.787	0.876	0.701
	FSB 2	0.843			
	FSB 3	0.857			
Employee creativity (EC)	EC 1	0.816	0.825	0.877	0.589
	EC 2	0.727			
	EC 3	0.767			
	EC 4	0.785			
	EC 5	0.739			

Composite reliability is used to assess a scale's dependability since Cronbach's alpha has been demonstrated to underestimate this metric (Khoi & Tuan, 2018). To be recognized, the CR must be larger than 0.70 (Hair et al., 2019). In contrast, CR and Cronbach's Alpha were utilized to measure the construct's internal consistency. All of the factor loadings and Composite Reliability values are within acceptable limits. This investigation may show that convergent validity has been achieved. The Heterotrait-Monotrait ratio (HTMT) is shown in Table 4. It demonstrates that the correlation coefficients of all constructs were less than the square root of AVE, which is highlighted and emphasized along the diagonals. Because the average correlations are less than 0.9, the average correlations equal all pairwise correlations between variables. As previously stated, this suggests that the discriminant validity is met.

Table 4. Heterotrait-Monotrait Ratio (HTMT) for discriminant validity

	EC	FSB	SIC	SSC
EC	0.825			
FSB	0.849	0.787		
SIC	0.718	0.570	0.813	
SSC	0.208	0.146	0.367	0.861

*Note: EC denotes Employee creativity, SSC denotes Supervisory supportive communication, SIC denotes Symmetrical internal communication, FSB indicates Feedback-seeking behaviors

4.2 Structural Model Assessment

The applicability of each hypothesis was evaluated via the bootstrapping approach to assess the statistical significance of the regression coefficients and T-statistics values. Furthermore, this investigation used one-tailed testing. A significant threshold of 5% was also used in this investigation. The critical value for one-tailed tests with a significance level of 5% is 1.65. To determine the statistical significance of a coefficient at a certain significance level, it is necessary for the t-value to exceed the critical value, which is often set at 1.65. The p-value was used to evaluate the significance levels of each hypothesis as well. The 5% significance threshold dictates that the p-value in this study must be less than or equal to 0.05.

In hypothesis H1, there exists a statistically significant association between supervisory supportive communication and employee creativity in organizational performance. This relationship is unsupported by a beta coefficient (β) of 0.006, a t-value of 0.075, and a p-value of 0.47. In H2, a positive link is seen between symmetrical internal communication and employee creativity in governance for the organizational performance, with a beta coefficient of 0.358, a t-value of 4.333, and a significance level of $p = 0.000$. In Hypothesis 3 (H3), it is observed that there exists a positive correlation between

feedback-seeking behaviors and employee creativity in organizational performance. This positive link is supported by a beta coefficient (β) of 0.518, a t-value of 5.886, and a p-value of 0.000. Thus, from Table 5, it can be concluded that only hypothesis H1 is unsupported. Other hypotheses are supported.

Table 5. Significance of hypothesized relationships (direct)

Relationships	VIF	β	SD	t-value	p-value	Confidence interval		Effect size (f^2)	Explanatory power (R^2)	Decision
						LL	UL			
H1: SSC on EC	1.114	0.006	0.082	0.075	0.470	-0.142	0.136	0.000	0.559	Unsupported
H2: SIC on EC	1.381	0.358	0.083	4.333	0.000	0.225	0.496	0.215		Supported
H3: FSB on EC	1.268	0.518	0.088	5.886	0.000	0.357	0.651	0.491		Supported

*Note. SD = Standard Deviation, LL = Lower Limit, UL = Upper Limit, VIF = Variance Inflation Factor

4.3 Discussion

The objective of this research was to investigate the impact of internal communication in governance within organizations on employee creativity. This was done by examining the factors that contribute to symmetrical communication and examining the role of FSB as a mediator at various levels. The findings indicated that the presence of supportive supervisory communication, symmetrical internal communication, and workers' FSB in the workplace had a beneficial impact on employee creativity.

Objective 1: To investigate how supervisory support affects employee creativity in an organizational setting in Ipoh, Perak.

However, this hypothesis has been rejected as the p-value exceeds 0.05, indicating that is not supported. This suggests that there is no statistically significant impact of the Supervisory supportive communication on the employee creativity in an organization construction in Ipoh, Perak. According to the findings in several domains, there is little effect of supervisory assistance on employee creativity. Prior research included data from respondents in the United States; however, this study was only done in Ipoh, Perak. Furthermore, it is possible that the quantity of answers may vary. Prior studies obtained a sample size of 405 participants, but the current researcher obtained a sample size of 134 participants. Perhaps individuals' perspectives on the influence of managerial assistance on employee inventiveness vary.

This study primarily explores two essential ways in which leadership communication influences employee creativity: the organization's symmetrical internal communication in governance system and employee feedback-seeking behaviour. This study highlights the significance of standard methods of public relations, namely emphasizing symmetrical communication, in promoting employee innovation inside organizations. This study enhances the current research on symmetrical communication outcomes (Lee & Kim, 2021) by presenting significant discoveries about the structure of communication, specifically in the realm of creativity. Prior research on employee creativity has mostly focused on individual-level variables, including personal attributes, intrinsic motivation, and the impact of leadership tactics (Lee & Kim, 2021). This study demonstrates that integrating strategic communication activities from a public relations standpoint in an organization may enhance employee engagement and promote employee creativity.

Objective 2: To study the relationship between symmetrical internal communication and employee creativity in organizational settings within the context of Ipoh, Perak.

This can show that there is a positive relationship between symmetrical internal communication and factors influencing employee creativity. This research demonstrates that symmetrical communication has a positive impact on enhancing thinking abilities within an organizational setting (Lee & Kim, 2021). Employees may exhibit scouting behaviour when they have a strong emotional connection and can relate to the company's emotions resulting from balanced communication. Implementing internal communication in governance strategies that prioritize two-way communication, employee-centric approaches, and responsiveness to the system may effectively address the psychological requirements of workers in the workplace, fostering a deeper emotional dedication to their organization. Employees' emotional dedication to their organization motivates them to actively participate in information-related activities that are crucial for organizational performance, creativity, and environmental adaptability. Thus, the present research provides empirical evidence for the significant impact of symmetrical communication on the work atmosphere and environment. It highlights the function of symmetrical communication in fulfilling workers' psychological needs and generating favourable employee outcomes.

Objective 3: To explore how seeking feedback can influence employee creativity within an organizational structure in Ipoh, Perak.

This could show that there was a relationship between employees' feedback-seeking behaviours and employee creativity. The function of the FSB in influencing employee innovation should be highlighted. Employees were more likely to get feedback about their work from a range of sources, ranging from their immediate supervisors to colleagues throughout the organization, if they viewed the company's communication environment as symmetrical (Lee & Kim, 2021). Indeed, this active feedback-seeking behaviour in the workplace provides workers with numerous viewpoints on their work, motivating them to change their work style or try new things to enhance it. By obtaining criticism, people might improve

their creative talents and acquire fresh views on their ideas. In other words, positive employee FSB demonstrates the symmetrical impact of internal communication on employee creativity. As a result, this research presents empirical data on the internal usefulness of communication environment symmetry as a source of ideas for workers to boost creativity.

The influence of leadership communication on employee creativity was also demonstrated to be mediated by FSB, emphasizing the need for active employee engagement in the leadership communication process. Individuals connected with others at work by seeking feedback from others, stimulating feedback from others via different sorts of feedback, developing new ideas, and then asking for input on new ideas to increase their creativity. Leadership communication focuses on the interpersonal components of leadership behaviour (Lee & Kim, 2021) and, as a result, plays a key role in fostering employee creativity in the workplace by encouraging workers to actively seek feedback on their work. Organizational leaders' communication styles were often linked to their company's values, purpose, and vision. Employees benefit from supervisor-supported communication when they recognize that the value of receiving feedback from leaders and other organizational members exceeds the expenses.

5. CONCLUSIONS

There are various limitations to this study that should be addressed in future research. The survey included individuals from a variety of businesses, and the definition of creativity varies per industry. An advertising firm, for example, may demand more creative job engagement than other industries, such as manufacturing. As a result, future research should consider these possible consequences. Furthermore, data is gathered via employee self-reporting, and disparities in certain factors, such as creativity or dedication, may exist between managers' or organizations' perspectives and workers' self-perceptions. Future research should take a more holistic approach to those aspects, evaluating the viewpoints of both leaders and followers on internal communication and creativity while using multiple approaches at the same time. Future research may adopt qualitative methods to get richer data. More companies may be involved as the respondents to get more views from the respondents.

Finally, further research may be conducted on the communication process, i.e., upstream communication, downward communication, and horizontal communication, which are the fundamental features of psychology because it is closely related to individual behavior in an organization. It is critical for organizations to consider proper communication methods to pay attention to promote job satisfaction, work performance, and employee engagement with the organization. Further research may also assist organizations in identifying difficulties, understanding human interactions and humanity in the workplace, and forming positive relationships with employees to promote productivity and employee well-being. Superiors may develop an intimate environment among employees to increase employee performance. This is significant because it encourages open and honest communication in the workplace. For example, holding frequent meetings in which everyone feels empowered to express ideas may result in the development of innovative solutions to workplace difficulties. A welcoming setting helps foster better ideas and team cohesiveness. When someone contributes something, bosses may encourage this environment by responding favourably to active listening. This is extremely beneficial for organizations looking to enhance their services to better themselves and the company.

ACKNOWLEDGEMENT

The authors would like to thank the Faculty of Industrial Management and Universiti Malaysia Pahang Al-Sultan Abdullah for supporting this research work.

FUNDING STATEMENT

This study was not supported by any grants from funding bodies in the public, private, or not-for-profit sectors.

AUTHORS CONTRIBUTIONS

Nur Hidayah Shamsul Azhar (Writing)

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AVAILABILITY OF DATA AND MATERIALS

The data supporting this study's findings are available on request from the corresponding author.

ETHICAL STATEMENT

Not applicable.

CONFLICT OF INTEREST

The authors, as noted, certify that they have no affiliations with or involvement in any organisation or agency with any financial interest (such as honoraria; educational grants; participation in speakers' bureaus; membership, jobs,

consultancies, stock ownership, or other equity interest; and expert testimony or patent-licensing arrangements), or non-financial interest (such as personal or professional relationships, affiliations, expertise or beliefs) in the subject matter or materials addressed in this manuscript.

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