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**Final Year Project Title:**

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION, COWORKER SUPPORT, AND JOB STRESS WITH THE MEDIATING ROLE OF JOB SATISFACTION ON EMPLOYEES' MOTIVATION

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1	<b>Title and Abstract</b>	Clear, concise, and informative; abstract summarizes all key elements effectively.	Title and abstract are clear but may miss some key elements.	Title and abstract are somewhat unclear or incomplete.	Title and abstract are unclear and do not summarize key elements.	
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MOTIVATION

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THE INFLUENCE OF ORGANIZATIONAL  
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JOB STRESS WITH THE MEDIATING ROLE OF JOB  
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BY

PHUN YAN JUN

A final year project submitted in partial fulfilment of the  
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LIST OF ABBREVIATIONS

AI	Artificial Intelligence
ANOVA	Analysis of Variance
CHM	Challenge-Hindrance Stress Model
CS	Coworker Support
DV	Dependent Variable
EM	Employee Motivation
H	Hypothesis
IV	Independent Variable
JS	Job Satisfaction
OC	Organizational Communication
PhD	Doctor of Philosophy
RO	Research Objectives
RQ	Research Questions
SD	Standard Deviation
SET	Social Exchange Theory
SPM	Sijil Pelajaran Malaysia
SPSS	Statistical Package for the Social Science
VIF	Variance Inflation Factor
WS	Job Stress

## **PREFACE**

This research study was undertaken as part of the requirements for the Bachelor of International Business (Honours) programme. The motivation for this study arose from a growing interest in understanding employee motivation within the modern workplace, particularly in relation to organizational communication, coworker support, job stress, and job satisfaction. In today's competitive and rapidly evolving business environment, employee motivation has become a critical factor influencing organizational performance, making this topic both relevant and meaningful to explore.

This research was conducted through a systematic process involving literature review, data collection through questionnaires, and statistical analysis using SPSS. Throughout this process, valuable knowledge and understanding were gained in research methodology, data analysis, and academic writing, which contributed significantly to academic development.

It is hoped that this study will contribute to existing literature and provide useful insights for organizations in improving employee motivation and workplace practices.

## ABSTRACT

Employee motivation plays a crucial role in enhancing productivity, engagement, and overall organizational performance. In today's competitive and rapidly changing work environment, organizations face increasing challenges in maintaining high levels of employee motivation. This study aims to examine the relationships between organizational communication, coworker support, and job stress on employee motivation, with job satisfaction as a mediating variable.

A quantitative research design was adopted, and data were collected through a structured questionnaire distributed to full-time employees. The collected data were analysed using SPSS software, involving reliability analysis, descriptive statistics, Pearson correlation analysis, multiple regression analysis, mediation analysis, and collinearity testing, to test the proposed hypotheses and examine the relationships among the variables. The findings indicate that organizational communication, coworker support, and job stress significantly influence employee motivation. In particular, job stress was found to have a positive relationship with employee motivation, suggesting that certain levels of job stress may enhance employee focus and performance. In addition, job satisfaction was found to partially mediate the relationship between the independent variables and employee motivation.

In conclusion, this study contributes to both theoretical and practical knowledge. It integrates multiple organizational and psychological factors into a single framework to better understand employee motivation and provides useful insights for organizations and human resource practitioners in developing strategies to improve employee motivation, reduce job stress, and enhance workplace satisfaction.

**Keywords:** Employee Motivation, Organizational Communication, Coworker Support, Job Stress, Job Satisfaction

## **CHAPTER 1: RESEARCH OVERVIEW**

### **1.0 Introduction**

This chapter introduces the overall framework of the study. It begins with the research background, which discusses the importance of employee motivation in the current dynamics and competitive workplace, followed by the research problem, highlighting the existing challenges that may affect employees' motivation. Next, research objectives and research questions are outlined in this chapter to examine the relationship between organizational communication, coworker support, and job stress, with the mediation of job satisfaction on employee motivation. Moreover, the significance of the study is discussed in this chapter to emphasize the study's contribution to the organization in improving employee motivation and to enrich existing research. Overall, this chapter serves as the foundation for the entire research by clearly defining the purpose and direction of the study.

### **1.1 Research Background**

Artificial Intelligence (AI) driven growth is expected to remain high in 2026. The implementation of AI in the workplace could bring both advantages and disadvantages. For example, AI implementation could enhance efficiency and the decision-making process, but at the same time lead to culture dissonance. Additionally, AI will have an impact on workers' mental health, including their emotional, psychological, and cognitive health, which is seen as a critical issue in the workplace. Previous research indicates that improper implementation of AI can reduce employee motivation. For instance, workers may feel that AI-driven decision-making diminishes their independence, which would lower their

motivation. Therefore, in today's emerging and competitive work environment, it is essential for an organization to enhance employees' motivation by understanding the shifting needs and values of existing employees and to attract new ones (Aykens et al., 2026; Croitoru et al., 2025; Yefimenko & Düring, 2025)

Motivation is crucial for employees' productivity and for their contributions to organizational success (Ahmad, 2025). Research indicates that motivated employees are more creative, more engaged, and more willing to contribute to building a work environment that values collaboration and teamwork. It can also enhance employees' dedication to the company's goals and objectives, leading to reduced absenteeism (Abdullah et al., 2025). Despite its importance, the global trend indicates that employees are increasingly demotivated and have low dedication to their companies or organizations, with only 21% of global employees being engaged with their organizations, based on employee engagement data from a global study (Gallup, Inc., 2025). This issue is not only evident globally but is also increasingly observed in local contexts such as Malaysia. In Malaysia, a similar trend can be observed. There are 49% of Malaysian employees indicated that they will be fatigued at least once a week, and an additional 24% indicated they felt overwhelmed when working due to widespread financial stress based on the Malaysia Workforce Hopes & Fears Survey (Abdul Latif, 2025).

In this context, many studies have aimed to identify the factors that influence employees' motivation. Current studies showed that employees' motivation is influenced by organizational culture, leadership, heavy workload, lack of social exchange, and other unmet psychological needs (Yefimenko & Düring, 2025). Thus, it shows that existing studies have explored and examined various factors that influence employees' motivation, isolated or in different combinations, but some of the factor combinations have limited research in examining and integrating them into a single framework. This highlights a gap in the literature, which this study aims to address.

## 1.2 Research Problem

Employee motivation is important for employee productivity, engagement, and organizational success. However, the current global workforce trends still indicate an increasingly low level of employee motivation. For example, only a small proportion of employees are engaged with their organizations, implying that the employees are not committed or psychologically connected with the organization (Gallup, Inc., 2025). This issue is also found in local contexts such as Malaysia, where almost half of the employees experience frequent fatigue and are overwhelmed due to work and financial stresses (Abdul Latif, 2025). These trends not only influence employee well-being but also organizational performance, and if not addressed, they may lead to reduced enthusiasm, higher emotional exhaustion, and decreased motivation among employees.

Besides, previous studies have identified several factors that will affect employees' motivation, such as organizational culture, leadership style, the level of workload, and other psychological needs (Yefimenko & Düring, 2025). However, the combination of factors such as organizational communication, coworker support, and job stress has received limited attention in investigating them together, as these factors also play a crucial role in the current work environment that simultaneously influences employees' motivation. Additionally, job satisfaction was mostly used to investigate employee performance, while its mediating role between these variables and employees' motivation was underexplored. These research gaps motivate the present research to examine how multiple organizational and psychological factors influence employees' motivation at the same time, with the mediating role of job satisfaction.

## **1.3 Research Objectives & Research Questions**

This part included the research objectives and research questions that examined the relationships among organizational communication, coworker support, job stress, and employee motivation, with the mediating role of job satisfaction.

### **1.3.1. Research Objectives**

RO<sub>1</sub>: To determine the influence of organizational communication on employees' motivation.

RO<sub>2</sub>: To determine the influence of coworker support on employees' motivation.

RO<sub>3</sub>: To determine the influence of job stress on employees' motivation.

RO<sub>4</sub>: To investigate the mediating role of job satisfaction between organizational communication, coworker support, job stress, and employees' motivation.

### **1.3.2 Research Questions**

RQ<sub>1</sub>: How does organizational communication affect employees' motivation?

RQ<sub>2</sub>: How does coworker support influence employees' motivation?

RQ<sub>3</sub>: How does job stress impact employees' motivation?

RQ4: How do organizational communication, coworker support, and job stress influence employees' motivation through job satisfaction?

## **1.4 Research Significance**

This study can provide organizations with insight into how organizational communication, such as clarity, openness, and feedback, coworker support, and job stress, can influence employees' motivation. This enables managers to develop strategies in these aspects to increase employees' productivity and engagement towards organizations. The findings of this research can also help in addressing the low engagement trends observed globally and solve the fatigue and burnout problem in Malaysia by guiding Human Resource practices to improve employees' well-being in the organizations. Moreover, this study emphasizes the importance of teamwork, social support, and stress management, leading to fostering an organization in building a positive working environment.

Despite the practical significance, this study filled the gap in previous research by investigating how multiple organizational and psychological factors could simultaneously affect employees' motivation. It also contributes to increasing the research on the mediating role of job satisfaction on employees' motivation. Additionally, this study provides a foundation for future research to explore additional factors or develop different models in different industries or cultures.

## **1.5 Conclusion**

In conclusion, this chapter provided the foundation for the study by identifying the key issues that influence employee motivation and highlighting the need to better understand the determinants of employee motivation. It clarified the direction of this research through the research objectives and research questions, emphasizing both practical and academic contributions.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter provides a review of the relevant literature related to this study. The first part is the discussion of the underlying theory that provides a theoretical foundation for understanding employees' motivation and the factors that will influence it, which the Social Exchange Theory (SET) helps to explain the relationships between organizational communication, coworker support, job stress, job satisfaction, and employee motivation.

Next, this chapter also reviews the key variables of this study, which are employee motivation as the dependent variable, organizational communication, coworker support, and job stress as the dependent variables, and job satisfaction as the mediator. Additionally, the conceptual framework proposed is presented to show the relationship among the variables based on the research objectives and research questions developed. Lastly, hypotheses are developed in this chapter and are supported and justified by existing literature. Overall, this chapter provides theoretical and empirical foundation for this study.

### **2.1 Underlying Theory**

According to earlier research, Social Exchange Theory (SET) is one of the most important conceptual models for understanding workplace behaviours. Thus, the SET theory is used for this study. Early theorists had positioned SET as a dynamic, emergent, and uncertain process that was a part of larger social structures, and from

the mid-1990s, the definition of SET had been broadened, highlighting positive or negative emotions as the components of exchange (Madison et al., 2025). Present studies have concluded that SET is based on the reciprocity principle, whereby a party will return the good or bad deeds of another party. The theory posits that people tend to maximize benefits and minimize costs in their interactions and relationships. It has been widely applied in various social science disciplines, including management, sociology, and social psychology (Go, 2025; Erimife et al., 2025; Yahya & Md Hatta, 2025).

In the workplace, SET can be used to explain the exchange process of the employees' engagement with workplace relationships, which the negative emotions perceived by the employees will pursue to a positive outcome. For example, employees view communication with their colleagues and superiors as a social exchange. Thus, when employees receive good and fair feedback from their superiors and coworkers, they will experience positive emotions leading to a positive outcome, which increases their job satisfaction and motivation. Additionally, previous studies indicate that employees view effective communication as a valuable resource to motivate them and increase their job satisfaction and performance in the organization (Erimife et al., 2025; Yahya & Md Hatta, 2025). Conversely, based on the reciprocity principles of SET, when employees face high job stress, which is a negative exchange, it will show negative outcomes, such as lower job satisfaction, and lead to lower motivation. This is also supported by past studies, which show that negative emotions will, in return, receive a negative outcome.

Thus, SET is suitable for the present research due to its providing a theoretical foundation that explains how organizational communication, coworker support, and job stress influence employees' motivation. It also shows the mediating role of job satisfaction in this social exchange process.

## **2.2 Review of Variables**

This part will provide a detailed explanation of each variable, including the dependent variable, independent variables, and the mediating variable.

### **2.2.1 Dependent Variable: Employees' Motivation**

Employees' motivation is an internal and external drive that encourages employees to consistently focus on their job and put their effort into it to reach the organization's objectives (Sharfuddin et al., 2025). In self-determination theory, a similar definition was stated, which states that employees' motivation is driven by self-innate growth tendencies and psychological needs. A previous study also indicates that motivation is the driving force behind behavioural patterns (Ndjoonduezu & Murangi, 2025).

Additionally, employees' motivation is important for an organization due to its contribution to positive work outcomes such as greater productivity, higher engagement, higher job satisfaction, and increased work quality. Motivated employees tend to be more proactive, willing to learn, and engaged in organizational goals, leading to enhanced organizational performance (Abdullah et al., 2025). However, global and local trends show employees experiencing fatigue, feeling overwhelmed, and lower engagement, leading to lower motivation levels (Gallup, Inc., 2025; Abdul Latif, 2025). The AI- driven growth in 2026 also contributes to lower employee motivation (Aykens et al., 2026; Croitoru et al., 2025). Thus, reviewing employees' motivation as a dependent variable was suitable because it is crucial to understand the factors that influence employees'

motivation to provide solutions for the challenges faced in this emerging business environment.

## **2.2.2 Independent Variables**

### **A. Organizational Communication**

Organizational communication is the process of exchanging one party's thoughts, ideas, facts, emotions, and opinions with other parties in the workplace, which involves transmitting and receiving messages through verbal or non-verbal communication in the workplace. Organizational communication includes clarity, openness, and feedback, which are important for effective communication in an organization (Fritz Roethlisberger, n.d.). Effective organizational communication forms the backbone of organizational growth and is essential to enhance the organization's stakeholders' performance. It is one of the most fundamental management tasks in organising, planning, leading, and directing the company, as evidenced by research showing that managers communicate for more than 80% of the day. (Owie, 2025).

Moreover, effective organizational communication plays a crucial role in influencing employee performance. For example, clarity of message could ensure employees understand their tasks, responsibilities, and organizational expectations, leading to effective work performance. Other aspects, such as feedback and transparency or openness, could maximize the impact of communication on the employees' performance, leading to higher commitment, motivation, and job performance. This shows that effective organizational communication was significant in reducing uncertainty and strengthening relationships between employees and managers, leading to

increased motivation and performance (Agustina et al., 2025). Therefore, organizational communication is a crucial factor in influencing employees' motivation in the workplace.

## **B. Coworker Support**

Coworker support means employees are assisted by their coworkers on the working tasks through knowledge transfer, inspiration, and support. It also means that there are positive interpersonal interactions between employees and coworkers in the workplace. Previous research indicates that a supportive coworker can increase an employee's work motivation by providing assistance, expressing appreciation, and being a role model to employees who face obstacles in the workplace. When employees are supported by their coworkers, it increases their motivation to consistently focus and work effectively.

Additionally, when employees feel appreciated by their coworkers, it will increase their sense of belonging to the organization. Research also stated that a supportive coworker can increase employees' motivation and simultaneously increase their job satisfaction. Therefore, coworker support is an important factor that influences employees' motivation in the workplace due to its significant positive relationship with work motivation (Isnajati & Pratama, 2025; Ndjoonduezu & Murangi, 2025).

### **C. Job Stress**

Job stress is a term for the stress employees face in their workplace or during the employment process. It is also described as a negative response from physical or emotional dimensions that arise when an employee's capacity, resources, or needs are limited to fulfill the job demands, such as workload (Prasad et al., 2025). Workload is one of the dimensions of job demands. It can be defined as the intensity of a job assignment. Research shows that a heavy workload contributes to job stress or depression, and a normal workload is viewed as an intrinsic motivation for employees to work (Yahya & Md Hatta, 2025). This is also supported by the Challenge-Hindrance Stress Model (CHM), which categorizes stressors into two broad categories, challenge stressors and hindrance stressors, also known as eustress and distress. Distress is the term describing a stressful situation that exceeds individuals' capacities, while eustress is the term referring to stressful situations that engage and energize individuals (Horan et al., 2020).

For example, a heavy workload is considered a source of distress and may lead to poor performance of employees and cause burnout, which is significantly related to poor performance and high turnover based on previous studies. When employees experience burnout, they will decide to limit their working efforts, which only involves completing the minimum requirements of their job, or, in other words, silently disengage with the organization. In contrast, when employees perceive stress as motivation, it is considered eustress that motivates employees to overcome stressful situations. These show that job stress, when it is a source of distress, will lead to negative outcomes, such as leaving their jobs and low work motivation. When it is a source of eustress, it will act as a motivation that drives employees to overcome the challenge or stressful situations. Thus, job stress is a significant factor that will influence employees' motivation (Prentice et al., 2025; Horan et al., 2020).

### **2.2.3 Mediating Variable: Job Satisfaction**

Job satisfaction is an individual's attitude, whether pleasant or unpleasant, towards their own job, which originates from their perspective on the job. There are five indicators for job satisfaction based on previous studies, which are pay, work conditions, promotion opportunities, supervisor supervision, and coworkers. Among these indicators, organizational communication with clarity, openness, and feedback included in the work conditions has been proven by previous studies to positively impact overall job satisfaction (Hermawan et al., 2025).

Additionally, past studies indicate that employees who experience pleasant or positive interactions and communication within the organization are more likely to develop favorable attitudes towards their work, such as increased job satisfaction. Job satisfaction is also related to work outcomes associated with employee motivation, such as absenteeism. Therefore, effective organizational communication may enhance employees' job satisfaction, which, in turn, influences employee motivation (Kemala et al., 2023).

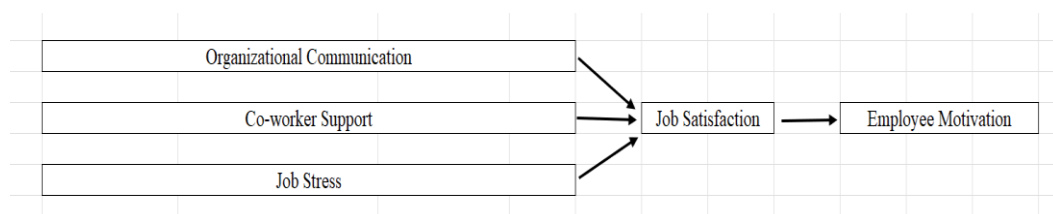
Next, previous studies have found that job satisfaction is closely associated with trusted coworkers. A supportive working environment provides employees with emotional relief, leading to higher job satisfaction. In contrast, a lack of coworker support causes a higher level of stress and insecurity, leading to lower job satisfaction (Dijkshoorn-Albrecht et al., 2024). Since job satisfaction is found to be closely related to employees' motivation, job satisfaction may act as a mediating variable in the relationship between coworker support and employee motivation (Naseem et al., 2025).

Besides, job stress is also closely linked to job satisfaction. Research indicates that high job stress typically reduces job satisfaction, while lower job stress increases employees' positive emotions towards their work (Gracia & Lusiana, 2025). Job satisfaction is also found to be closely related to employees' motivation, as motivated employees tend to boost their job satisfaction (Naseem et al., 2025). Past studies also indicate that job satisfaction mediates the relationship between job stress and employee motivation (Sari & Nugroho, 2023).

Lastly, job satisfaction is also aligned with Social Exchange Theory because it acts as a psychological return from positive exchange, leading to the motivation of employees (Abdullah et al., 2025). Thus, job satisfaction is an important mediating variable that explains the relationship between organizational communication, coworker support, and job stress with employees' motivation. This can also fill in the research gap of the fewest studies on the mediating role of job satisfaction with the chosen variables and employees' motivation.

## 2.3 Proposed Theoretical/Conceptual Framework

Figure 2.1 Proposed Conceptual Framework



Source: Developed for the research

The proposed conceptual framework is developed based on the research objectives and research questions of the present study. It is grounded on Social Exchange Theory (SET), which indicates that employees' job satisfaction and motivation are based on reciprocal principles. For example, when employees perceive positive workplace experiences, such as clear organizational communication, coworker support, and a manageable workload, they tend to have higher job satisfaction and work motivation.

In this framework, independent variables, including organizational communication, coworker support, and job stress, are expected to influence the mediating variable, job satisfaction, and the dependent variable, employees' motivation. Clear, open, and feedback-oriented communication, as well as coworker support, are proposed to enhance employees' job satisfaction, while job stress is proposed to decrease job satisfaction. Meanwhile, the mediating variable, job satisfaction, is proposed to have a positive influence on employees' motivation, as satisfied employees are more likely to commit to the organization.

Additionally, job satisfaction, which functioned as a mediator in this study, is expected to explain how the independent variables influence employees' motivation. This framework assumes that a positive working environment leads to higher job satisfaction and increased motivation. Conversely, high job stress may show a decline in job satisfaction and lower employees' motivation. This mediating role of job satisfaction also filled the existing research gap, in which limited studies investigate the relationships between these variables and employees' motivation, with job satisfaction as a mediator.

## **2.4 Hypotheses Development**

Based on the relationships established in the literature review, the following hypotheses are proposed:

H<sub>1</sub>: Organizational communication positively influences employees' motivation.

H<sub>2</sub>: Coworker support positively influences employees' motivation.

H<sub>3</sub>: Job stress negatively influences employees' motivation.

H<sub>4</sub>: Organizational communication positively influences job satisfaction.

H<sub>5</sub>: Coworker support positively influences job satisfaction.

H<sub>6</sub>: Job stress negatively influences job satisfaction.

H<sub>7</sub>: Job satisfaction positively influences employees' motivation.

H<sub>8</sub>: Job satisfaction mediates the relationship between organizational communication and employees' motivation.

H<sub>9</sub>: Job satisfaction mediates the relationship between coworker support and employees' motivation.

H<sub>10</sub>: Job satisfaction mediates the relationship between job stress and employees' motivation.

## **2.5 Conclusion**

In summary, this chapter provided the theoretical and empirical foundation for the study by reviewing relevant theories and key variables related to employee motivation. It established a clear understanding of the relationships among organizational communication, coworker support, job stress, and job satisfaction, supporting the development of the conceptual framework and hypotheses.

## **CHAPTER 3: METHODOLOGY**

### **3.0 Introduction**

This chapter outlines the research methodology used in this study to examine the relationship between organizational communication, coworker support, job stress, job satisfaction, and employee motivation. The first part is research design, which explains and justifies the overall approach used to achieve the research objectives, followed by sampling design that explains the target population, sampling frame, sampling technique, and sample size.

Next, data collection methods, including the procedures used to gather primary data through the research instrument, as well as any relevant secondary data sources, are discussed in this chapter. Finally, the proposed data analysis tools, such as the Statistical Package for the Social Sciences (SPSS) software and the techniques used, are discussed, including the statistical methods used to analyse the data and test the research hypotheses. Overall, this chapter provides a systematic and structured approach to ensure that the research findings are valid, reliable, and aligned with the objectives of this study.

### **3.1 Research Design**

This study adopts a descriptive and causal research design.

### **3.1.1 Descriptive Research**

Based on past studies, descriptive research aims to accurately describe a population, situation, and phenomenon, and its focus is more on “what, where, and when” rather than “why” something has happened, which, in other words, is intended to discover “what is”. It is also the best technique for discovering characteristics, frequencies, trends, and categories (Ghanad, 2023). Thus, descriptive research is used to explain the employees' characteristics in terms of organizational communication, coworker support, job stress, job satisfaction, and employee motivation, to provide an overview of the current situation in the workplace.

#### **3.1.1.1 Quantitative Research**

Previous research stated that in nature, descriptive research could be either qualitative or quantitative. The quantitative research is used for this study. Quantitative research is a research method that describes the specific qualities and important differences to generate conclusions in research, which creates more consideration about the problem. It allows a researcher to gain a deeper understanding of the cases by comparing the similarities and differences of the individual cases. Survey research is also one of the quantitative research methods, in which the researcher distributes a series of questions to a sample of respondents (Ghanad, 2023). Thus, this study is conducted using quantitative research, including survey research, to examine the employees' perspective of influential factors of employee motivation.

### **3.1.2 Causal Research**

Causal research, also known as explanatory research, is research that aims to identify the extent and nature of cause-and-effect relationships. It can be conducted to assess the impacts of specific changes on existing norms, various processes, and more. Experiments are the most popular primary data collection methods used in studying causal research (*Causal Research (Explanatory Research)*, n.d.). Therefore, a causal research design is used in this study to examine how organizational communication, coworker support, and job stress influence employees' motivation through the mediation process of job satisfaction. Although this study does not involve experimental manipulation, causal relationships are inferred using statistical techniques such as correlation and multiple regression analysis.

## **3.2 Sampling Design**

This part consists of the target population, sampling frame, sampling technique, and sample size of this study.

### **3.2.1 Target Population**

The target population of this study is the full-time employees working in Malaysia across various industries. Full-time employees are selected because they directly experience organizational communication, coworker support, job stress, job satisfaction, and motivation in their workplace.

### **3.2.2 Sampling Frame**

In recent years, social media and networking sites such as Instagram, WhatsApp, and Rednote (Xiaohongshu) have become part of daily life for most individuals (Armutcu et al., 2023). Thus, the sampling frame for this study is the employees who can be reached through online platforms, such as social media. This allows broader exposure to respondents from different organizational backgrounds.

### **3.2.3 Sampling Technique**

Convenience sampling, also known as grab, accidental, or opportunity sampling, is a sampling technique in which a sample is drawn from the population that is close, readily available, or convenient. It is a non-probability sampling technique in which researchers collect data from an available and easily accessible pool of respondents (Obilor, 2023). Therefore, this study adopted convenience sampling, which is practical, time-efficient, and cost-effective. It is suitable because the target respondents are employees with working experience, and online distribution enables easy access to a diverse group of employees.

### **3.2.4 Sample Size**

This study aims to collect a sample of 30 respondents for the pilot test, which is the minimum required sample size for a pilot test, as proven by past studies (Bujang et al., 2024). For the actual study, 150 to 300 valid responses for the sample size are targeted, which is sufficient for reliability studies (Kennedy, 2022).

### **3.3 Data Collection Methods**

This study used primary data and secondary data to answer the research questions and test the proposed hypotheses.

#### **3.3.1 Primary Data Collection**

Primary data is data collected for the first time by the researcher. It is real-time, factual, and original data. Primary data can be collected through surveys, observation, experiments, questionnaires, personal interviews, and more (Ajayi, 2023). In this study, the primary data are collected through a structured questionnaire to measure the key variables of this study, which are organizational communication, coworker support, job stress, job satisfaction, and employees' motivation.

##### **3.3.1.1 Research Instrument**

Research instruments refer to the tools, methods, or procedures used to collect data in research. Its selection depends on the research question, the nature of the phenomenon being studied, and the available resources. Several instruments are commonly used in quantitative research, which include surveys, questionnaires, tests, and observations (Pentang, 2023). A structured questionnaire is used to collect data for this study.

## A. Structured Questionnaire

A questionnaire is an observational technique that includes a series of items and is presented to a respondent in a written form, and the respondent is expected to respond in writing.

Table 3.1: Origin of Construct

No	Variables	References	Items
1	Organizational Communication  (Definition: Organizational communication is the process of exchanging one party's thoughts, ideas, facts, emotions, and opinions with other parties in the workplace, which involves transmitting and receiving messages through verbal or non-verbal communication in the workplace.)	Go, N. J. P. (2025). Effectiveness of Organizational Communication of the Department of Agriculture Cordillera Administrative Region.	1. Message content of communications is factual, accurate, and correct. 2. The meaning of the content are clearly understood by the receivers and ensures no misinterpretation. 3. People in our organization, including the management and supervisors, are approachable and readily available to each other. 4. Management is receptive to suggestions and explains if it cannot be. 5. Management provides a mechanism of getting reactions to new policies / changes. 6. Feedback are encouraging, valued, and rewarded.
2	Coworker Support  (Definition: Coworker support means employees are assisted by their coworkers on the working tasks through knowledge transfer, inspiration, and support. It also means that there are positive interpersonal interactions between employees and coworkers in the workplace.)	Bai, Y., & Zhou, J. (2025). Coworker support, work-family conflict, job satisfaction, and turnover intention: female employees in post-organizational socialization. <i>Frontiers in Psychology</i> , 16, 1472977.	1. Coworkers are usually willing to offer their assistance or advice. 2. Coworkers have helped me on the job in various ways. 3. Most of my coworkers have accepted me as a member of this company 4. My coworkers have done a great deal to help me adjust to this organization. 5. My relationships with other workers in this company are very good.
3	Job Stress  (Definition: Job stress is a term for the stress employees face in their workplace or during the employment process. It is also described as a negative response from physical or emotional dimensions that arise when an employee's capacity, resources, or needs are limited to fulfill the job demands, such as workload.)	Queirós, C., Passos, F., Bártolo, A., Faria, S., Fonseca, S. M., Marques, A. J., ... & Pereira, A. (2020). Job stress, burnout and coping in police officers: relationships and psychometric properties of the organizational police stress questionnaire. <i>International journal of environmental research and public health</i> , 17(18), 6718.	1. Feeling that different rules apply to different people (favoritism) 2. Feeling like you always have to prove yourself to the organization 3. Excessive administrative duties 4. Perceived pressure to volunteer free time 5. Unequal sharing of work responsibilities
4	Job Satisfaction  (Definition: Job satisfaction is an individual's attitude, whether pleasant or unpleasant, towards their own job, which originates from their perspective on the job.)	Sihvola, S., Nurmekeela, A., Mikkonen, S., Peltokoski, J., & Kivist, T. (2023). Resilience, job satisfaction, intentions to leave nursing and quality of care among nurses during the COVID-19 pandemic—a questionnaire study. <i>BMC Health Services Research</i> , 23(1), 632.	1. My workload is appropriate. 2. I am satisfied with my working hours. 3. Combining work and personal life is successful. 4. The workload is distributed evenly in my unit. 5. My salary is appropriate in relation to the demands of my work.
5	Employee Motivation  (Definition: Employee motivation is an internal and external drive that encourages employees to consistently focus on their job and put their effort into it to reach the organization's objectives.)	Khanal, D. R. (2025). Employee Motivation and Job Satisfaction in the Nepalese Banking Sector.	1. I am passionate about the tasks that I perform in my role. 2. I feel motivated when I am given challenging tasks. 3. My job allows me to use my skills and talents effectively. 4. I feel a sense of personal accomplishment from my work. 5. Promotion and career growth opportunities encourage me to work harder

Source: Developed for the research

Table 3.1 shows the origin of the construct for this structured questionnaire. It includes the variables measured, items for each variable, and the sources

adapted from. The questionnaire consists of four sections, which are demographic profile, independent variables, mediating variable, and dependent variable. A 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree is used. This measurement was adapted from previous studies to ensure its reliability (Go, 2025; Bai & Zhou, 2025; Atroszko et al., 2025; Khanal, 2025). The questionnaire is distributed through online platforms such as social media to increase participation and accessibility.

### **3.3.1.2 Preliminary Work**

Before proceeding to the main data collection, preliminary works such as expert validation, ethical clearance, and pilot test are done.

#### **A. Expert Validation**

In educational research, research instruments are validated by specialists such as academics, practitioners, or professionals in the field of education or the specific topic area to guarantee that the results gained using the instrument are accurate and reliable (Pentang, 2023). In this study, the validation is done by the academic supervisor, who is an expert in the study area.

## **B. Ethical Clearance**

Ethical clearance is required to ensure that all research is aligned with the ethical principles and procedures. It is the responsibility of students, researchers, and scholars (Wardhono<sup>1</sup> & Lestari, 2023). Moreover, an ethics review is required when there are humans involved. This is to examine whether the participants are adequately informed, whether the risks are minimised, and whether the study design is proper for people to participate (Science Insights Team, 2026). Therefore, the ethical clearance is done by the institution for this study.

## **C. Pilot Test**

A pilot test is initial research carried out before the actual study. It is primarily carried out to assess the overall performance characteristics of the selected study design, study measures, research processes, recruiting criteria, and other operational strategies that are being evaluated for usage, as well as to test the applicability and reliability of a study instrument. The kappa agreement test, the intra-correlation test, and the Cronbach's alpha test are three often-used statistical tests to assess the questionnaire's reliability. Additionally, the minimum required sample size should be 30 subjects, including a non-response rate of 20.0% (Bujang et al., 2024). Therefore, in this study, a pilot test was conducted using the Cronbach's alpha test, and 30 respondents were targeted.

### **3.3.2 Secondary Data Collection**

Secondary data is the data that is being collected or produced by others in the past (Ajayi, 2023). In this study, the secondary data are obtained from journal articles, academic books, past theses, and reputable online databases such as Google Scholar. These sources provide reliable information because they originate from reputable publications, and the reviewed literature has undergone academic scrutiny, ensuring the credibility of the information.

Moreover, this secondary data was suitable and adequate for this research because it provides insightful information into organizational communication, coworker support, job stress, job satisfaction, and employees' motivation, and includes both classical theoretical literature and recent empirical findings. These directly support the formation of the hypotheses and conceptual framework development, and ensure a complete understanding of the relationships among the variables chosen.

## **3.4 Proposed Data Analysis Tool**

The Statistical Package for the Social Sciences (SPSS) software will be used to examine the data gathered for this study. It was created in 1968 at Stanford University by social scientist Norman H. Nie and his two associates, Dale H. Bent and C. Hadlai Hull. Data management and data documentation are two of SPSS's features. It can manage a large volume of data with numerous variables and offers the flexibility of multiple data analyses, in addition to graphical representation. Students and researchers from a variety of disciplines, including sociology, psychology, economics, business studies, and more, mostly utilise this program to handle a substantial amount of primary data gathered from surveys, interviews, group discussions, or observations (Rahman & Muktadir, 2021). Thus, SPSS is

suitable for this study because it can analyse the quantitative survey data and is widely used in social science research. Moreover, reliability test, descriptive analysis, and inferential analysis will be conducted in this study using SPSS.

### 3.4.1 Reliability Test

Reliability refers to the stability of the measured items and their consistency over time. A strong positive correlation indicates that the measured items are reliable. Thus, a reliability test is important in measuring the studied items to ensure the health of the study. Different methods are used to determine reliability; among these, the most frequently applied methods are test-retest reliability, alternative forms, and internal consistency tests, which include split-half, item-total correlations, and alpha reliability coefficient. This study used the alpha reliability coefficient, also known as the alpha coefficient or Cronbach's alpha, which is the most widely used method in research (Sürücü & Maslakci, 2020).

Table 3.2: The Classification of Cronbach's Alpha Coefficient

Cronbach's Alpha Coefficient	Interpretation of Cronbach's Alpha Coefficient
$\geq 0,9$	The internal consistency of the scale is high,
$0,7 \leq \alpha < 0,9$	The scale has internal consistency,
$0,6 \leq \alpha < 0,7$	The internal consistency of the scale is acceptable,
$0,5 \leq \alpha < 0,6$	The internal consistency of the scale is weak,
$\alpha \leq 0,5$	The scale has no internal consistency.

Source: From Sürücü, L., & Maslakci, A. (2020). Validity and reliability in quantitative research. *Business & management studies: an international journal*, 8(3), 2694-2726.

Table 3.2 shows the classification of Cronbach's alpha coefficient. Researchers believe that a Cronbach's alpha value shows high internal consistency, which is measured as 0.90 and above indicates a very reliable measure, and a Cronbach's alpha value of 0.7 and above is reliable and is an indicator of the internal consistency.

### **3.4.2 Descriptive Analysis**

The process of describing or summarising a set of data using statistical methods is known as descriptive analysis. It is one of the main forms of data analysis and is utilised for its capacity to produce understandable insights from data that would otherwise remain uninterpreted. Measures of frequency using counts or percentages, measures of central tendency using mean, median, and mode, measures of dispersion using range or standard deviation, and measures of position using percentiles and quartiles were the four categories of descriptive analysis (Team, 2024). In this study, frequency and percentage analysis will be used to summarise respondents' demographic profiles and the mean and standard deviation for all study variables.

### **3.4.3 Inferential Analysis**

Inferential analysis, often known as inferential statistics, is a branch of statistics that draws conclusions, predictions, or generalisations about a wider population from sample data. It includes estimation, hypothesis testing, regression analysis, analysis of variance (ANOVA), correlation analysis, and chi-square tests (Hassan & Hassan, 2024). In this study, the Pearson Correlation Coefficient, Multiple Regression Analysis, Mediation Analysis, and Collinearity Diagnostics are used for data analysis.

### **3.4.3.1 Pearson Correlation Coefficient**

The most commonly used linear correlation coefficient is the Pearson correlation coefficient ( $r$ ), which measures how strongly two variables are linearly related (Šverko et al., 2022). Therefore, in this study, the Pearson correlation coefficient will be used to examine the strength and direction of relationships among variables.

### **3.4.3.2 Multiple Regression Analysis**

In hypothesis testing, multiple regression analysis is frequently used to examine how variables interact and is thought to fill the gap between variance analysis and correlation. After determining the  $b$  coefficients, the results display the overall explanatory power of all predictor variables with  $R^2$  measures along with the relative significance of each predictor (Turulja & Bajgoric, 2020). In short, multiple regression analysis is a statistical technique that uses multiple explanatory variables to predict the outcome of a response variable (Investopedia, n.d.). Thus, multiple regression analysis is used in this study to test the direct relationship between IVs and DV. The standard multiple regression equation is:

$$Y = b_0 + b_1X + b_2M + e_1$$

Y - dependent variable

$b_0$ ,  $b_1$ , and  $b_2$  - regression coefficients

X and M - independent variables

$e_1$  – error term.

### **3.4.3.3 Mediation Analysis**

This study used multiple regression analysis to study the mediation effect, which has been proven by past studies that multiple regression analysis can

be used in testing the mediation effect. Mediation analysis is a statistical method used to test the indirect influence of an independent variable (IV) on the dependent variable (DV) through the mediation of a mediating variable. It also involved three or more variables, which consist of a causal relationship between each other.

There are three steps for mediation testing: first, testing the influence of IV on DV, second, testing the influence of IV on the mediating variable, and third, testing the influence of IV on DV and the mediating variable on DV. There are three possible results for the testing: no mediation, where the result is not significant, partial mediation, where all the relationships are significant, and full mediation, where there is an indirect effect, in which the relationship between IV and DV is insignificant or zero, but the relationship of IV on the mediating variable and the mediating variable on DV is significant (Turulja & Bajgoric, 2020).

#### **3.4.3.4 Collinearity Diagnostics**

Collinearity diagnostics refer to testing whether a multiple regression has high multicollinearity among predictor variables. Collinearity occurs when there is a high or strong correlation between the independent and predictor variables, making it difficult to determine which independent variable has an impact on the dependent variable. When the confusion is between two or more independent variables, this is called multicollinearity. Identifying multi-collinearity is important for research because existing multi-collinearity in research shows that there is a probability that the equation in question is underidentified and consequently cannot be estimated. Research shows that when the value of Tolerance is exceeded 0.1, and the Variance Inflation Factor (VIF) is lower than 10, there is no multi-collinearity issue (Nakarmi, 2024). Therefore, in this study, collinearity diagnostics will be tested to ensure that there are no multicollinearity issues for the multiple regression analysis.

### **3.5 Conclusion**

In conclusion, this chapter provided a clear and systematic outline of the research methodology adopted in this study. It explained the research design, sampling techniques, data collection methods, and data analysis techniques used to ensure the reliability and validity of the findings. By establishing an appropriate methodological approach, this chapter supports the accurate examination of the relationships among the variables and ensures that the research objectives and hypotheses can be effectively tested in the subsequent chapter.

## **CHAPTER 4: DATA ANALYSIS**

### **4.0 Introduction**

In this chapter, the collected data will be tested using SPSS for reliability testing, descriptive analysis, Pearson correlation coefficient, multiple regression analysis, and collinearity diagnostics. The results of these analyses are used to prove and support the proposed hypotheses. This chapter begins with reliability testing to test the reliability of results for further study, followed by descriptive analysis to provide an overview of the demographic characteristics of the respondents and inferential analysis to determine the significance and strength of the relationship between variables in addressing the hypotheses of the study. Overall, this chapter presents the empirical findings of the study and forms the basis for the discussion of the results in the next chapter.

### **4.1 Reliability Test**

Two reliability tests were conducted for the research, one of which was for a pilot test to test the questionnaire, and another was for actual data to confirm reliability. In this part, the Cronbach's Alpha coefficient was used to assess the reliability of the measurement items for each variable.

### 4.1.1 Pilot Test

Table 4.1: Pilot Test Reliability Test

Variable	Numbers of Item	Cronbach's Alpha	Result
Organizational Communication (OC)	6	0.867	Reliable
Coworker Support (CS)	5	0.786	Reliable
Job Stress (WS)	5	0.826	Reliable
Job Satisfaction (JS)	5	0.830	Reliable
Employee Motivation (EM)	5	0.782	Reliable

Source: Developed for the research

The sample used in this pilot test is 31 respondents ( $n = 31$ ), which is more than the targeted sample of 30 respondents. The determination of the result will be based on Table 3.2, whose value is higher than 0.9, indicating high internal consistency; a value between 0.7 and 0.9 is having internal consistency, a value between 0.6 and 0.7 is acceptable internal consistency, a value between 0.5 and 0.6 is weak internal consistency, and a value below 0.5 is no internal consistency.

As shown in Table 4.1, the Cronbach's Alpha values for organizational communication (OC), job stress (WS), and job satisfaction (JS) fall within the range of 0.80 to 0.89, indicating that there is internal consistency and the results are reliable. Meanwhile, coworker support (CS) and employees' motivation (EM) have Cronbach's Alpha values in the range of 0.70 to 0.79, indicating internal consistency and reliability. Overall, these results demonstrate that all measurement items are reliable and suitable for further analysis.

### 4.1.2 Actual Data

Table 4.2: Actual Data Reliability Test

Variable	Numbers of Item	Cronbach's Alpha	Result
Organizational Communication (OC)	6	0.833	Reliable
Coworker Support (CS)	5	0.794	Reliable
Job Stress (WS)	5	0.808	Reliable
Job Satisfaction (JS)	5	0.811	Reliable
Employee Motivation (EM)	5	0.786	Reliable

Source: Developed for the research

The sample size for the actual data reliability test is 263 respondents. The determination of the result is based on Table 3.2. As shown in Table 4.2, Cronbach's Alpha value for OC, WS, and JS falls within the range of 0.80 to 0.89, indicating internal consistency and reliability. Meanwhile, coworker support (CS) and employees' motivation (EM) have Cronbach's Alpha values in the range of 0.70 to 0.79, indicating there is internal consistency and the results are reliable. This shows the same result as the Pilot Test, that all measurement items are reliable and suitable for further analysis.

## 4.2 Descriptive Analysis

The descriptive analysis included the frequency and percentage analysis for the demographic profile of the survey respondents and the mean and standard deviation for the variables. The sample used in this analysis is  $n = 263$ .

## 4.2.1 Frequency and Percentage Analysis

This part consists of frequency and percentage analysis of gender, age, education level, industry of employment, length of service in the current organization, and job position level.

### 4.2.1.1 Gender

Table 4.3: Gender Frequency Table

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	116	44.1	44.1	44.1
	Female	147	55.9	55.9	100.0
	Total	263	100.0	100.0	

Source: Developed for the research

Based on Table 4.3, the majority of respondents are female, which consists of 55.9% (n = 147), while the remaining are male respondents, which consists of 44.1% (n = 116). This indicates that female respondents make up the larger proportion of the sample.

### 4.2.1.2 Age

Table 4.4: Age Frequency Table

		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	87	33.1	33.1	33.1
	25-34	97	36.9	36.9	70.0
	35-44	49	18.6	18.6	88.6
	45 and above	30	11.4	11.4	100.0
	Total	263	100.0	100.0	

Source: Developed for the research

The distribution shows that the majority of the respondents are between 25 and 34 years old, comprising 36.9% (n = 97), followed by respondents who are below 25, which is 33.1% (n = 87). The remaining respondents fall into other age categories with lower percentages, which 18.6% (n = 49) and 11.4% (n = 30) for respondents aged between 35-44 and 45 and above.

#### 4.2.1.3 Education Level

Table 4.5: Education Level Frequency Table

		Education Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	176	66.9	66.9	66.9
	Diploma	39	14.8	14.8	81.7
	Master	41	15.6	15.6	97.3
	PhD	5	1.9	1.9	99.2
	secondary school	1	.4	.4	99.6
	spm	1	.4	.4	100.0
	Total	263	100.0	100.0	

Source: Developed for the research

As shown in Table 4.5, the majority of respondents held a bachelor's degree (66.9%, n = 176), followed by master's degree holders (15.6%, n = 41) and diploma holders (14.8%, n = 39). The remaining respondents consist of graduates from secondary school or SPM holders, and also PhD holders.

#### 4.2.1.4 Industry of Employment

Table 4.6: Industry of Employment Frequency Table

		Industry			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accounting/Audit	12	4.6	4.6	4.6
	Advertising	1	.4	.4	4.9
	Banking/Finance	35	13.3	13.3	18.3
	Car consultant	1	.4	.4	18.6
	Construction/Real Estate	16	6.1	6.1	24.7
	Designer	1	.4	.4	25.1
	E-commerce	1	.4	.4	25.5
	Education	23	8.7	8.7	34.2
	Event management	1	.4	.4	34.6
	F&b	1	.4	.4	35.0
	Government/Public Sector	7	2.7	2.7	37.6
	Healthcare	24	9.1	9.1	46.8
	Hospitality/Tourism	14	5.3	5.3	52.1
	HR	1	.4	.4	52.5
	Information Technology (IT)	18	6.8	6.8	59.3
	Insurance	19	7.2	7.2	66.5
	Logistics/Transportation	17	6.5	6.5	73.0
	Manufacturing	11	4.2	4.2	77.2
	MICE industry	1	.4	.4	77.6
	Non-profit organisation	1	.4	.4	77.9
Professional Services (e.g. consulting, legal)	10	3.8	3.8	81.7	
Psychology	1	.4	.4	82.1	
Retail/Wholesale	25	9.5	9.5	91.6	
Telecommunications	22	8.4	8.4	100.0	
Total	263	100.0	100.0		

Source: Developed for the research

The respondents come from various industries; the major industry based on the distribution is banking or finance, which consists of 13.3% (n = 35). The next major industry is retail or wholesale, comprising 9.5% (n = 25), followed by the healthcare industry (9.1%, n = 24), the education industry (8.7%, n = 23), and the telecommunications industry (8.4%, n = 22).

#### 4.2.1.5 Length of Services in Current Organization

Table 4.7: Length of Services in Current Organization Frequency Table

		<b>Service</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	58	22.1	22.1	22.1
	1-3 years	93	35.4	35.4	57.4
	4-6 years	81	30.8	30.8	88.2
	More than 6 years	31	11.8	11.8	100.0
	Total	263	100.0	100.0	

Source: Developed for the research

The distribution shows that most respondents had been working for one to three years in their current organization, comprising 35.4% (n = 93), followed by the respondents who have worked for four to six years in their current organization, which consists of 30.8% (n = 81). The remaining 22.1% (n = 58) and 11.8% (n = 31) represent respondents who have worked for less than one year and more than six years in their current organization.

#### 4.2.1.6 Job Position Level

Table 4.8: Job Position Level Frequency Table

		<b>Job Position Level</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-executive	75	28.5	28.5	28.5
	Executive	98	37.3	37.3	65.8
	Managerial	63	24.0	24.0	89.7
	Senior Management	27	10.3	10.3	100.0
	Total	263	100.0	100.0	

Source: Developed for the research

As shown in Table 4.8, 37.3% (n = 98) of the respondents were in the executive position, followed by the non-executive position and the managerial position, which are 28.5% (n = 75) and 24.0% (n = 63). The remaining 10.3% (n = 27) were the respondents from the position of senior management.

### 4.2.2 Mean and Standard Deviation

In this part, the mean and standard deviation of each variable with the sample size of n = 263 will be interpreted to determine the average level of each variable and measure the dispersion of responses, indicating the consistency among respondents.

Table 4.9: Mean and Standard Deviation of Variables

Variable	Mean	Standard Deviation	Interpretation
Organizational Communication (OC)	3.9284	0.7778	High
Coworker Support (CS)	4.0076	0.7750	High
Job Stress (WS)	3.8023	0.8894	High
Job Satisfaction (JS)	3.8586	0.8461	High
Employee Motivation (EM)	3.9209	0.7951	High

Source: Developed for the research

The mean results for each variable were high, indicating that respondents commonly experience effective organizational communication, positive assistance and interactions among coworkers, a noticeable amount of stress when performing their job tasks, strong overall satisfaction with their jobs, and are generally motivated in their current organizations.

Next, the fair distribution of standard deviations for each variable shows that the respondents' perceptions are moderately consistent. While the standard deviation of CS was relatively low (SD = 0.7750), indicating that respondents have fairly consistent perceptions, the standard deviation for WS was relatively high (SD = 0.8894), showing that the respondents' perceptions were more varied compared with other variables.

## 4.3 Inferential Analysis

Inferential analysis includes Pearson correlation analysis, multiple regression analysis, and collinearity analysis, which will be used in this part to determine the relationship between each variable. A sample size of  $n = 263$  was used in these analyses.

### 4.3.1 Pearson Correlation Coefficient

The Pearson correlation coefficient is used to measure the strength and the relationship between two variables. In this part,  $r$  represents Pearson's Correlation Coefficient value, and  $p$  represents the two-tailed test.

Table 4.10: Pearson Correlation Coefficient Matrix

Variables	OC	CS	WS	JS	EM
Organizational Communication (OC)	1				
Coworker Support (CS)	0.770	1			
Job Stress (WS)	0.622	0.629	1		
Job Satisfaction (JS)	0.767	0.723	0.585	1	
Employee Motivation (EM)	0.807	0.761	0.672	0.780	1

(\*\* $p < 0.01$ )

Source: Developed for the research

The result of a two-tailed test for each variable shows  $p < 0.01$ , indicating that there is a significant relationship between OC and CS, OC and WS, OC and JS, OC and EM, CS and WS, CS and JS, CS and EM, WS and JS, WS and EM, and JS and EM. Besides, the correlation value shows that the relationships between the variables are all positive. Specifically, the relationship between OC and EM shows a strong positive correlation, with a correlation value that is relatively higher than others ( $r = 0.807$ ). This suggests that better communication is associated with higher levels of employees' motivation. In contrast, the relatively low correlation value between WS and JS ( $r = 0.585$ ) indicates that the relationship between these

two variables is moderately positive. This suggests that as job stress increases, job satisfaction also increases at a moderate level.

### 4.3.2 Multiple Regression Analysis

Multiple regression is used to examine how multiple independent variables (IVs) affect one dependent variable (EM). Thus, the model is developed as follows:

$$EM = \beta_0 + \beta_1(OC) + \beta_2(CS) + \beta_3(WS) + \varepsilon$$

As shown in the model, the dependent variable, which is employee motivation (EM), is assumed to be influenced by three independent variables, which are organizational communication (OC), coworker support (CS), and job stress (WS), and the coefficients ( $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ) indicates the changes in the independent variables that are expected to influence the level of the dependent variable.

Table 4.11: Model Summary of Multiple Regression Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.851 <sup>a</sup>	.724	.720	.42044	.724	226.006	3	259	<.001

a. Predictors: (Constant), WS, OC, CS

Source: Developed for the research

The model summary is shown in Table 4.11, which indicates that all the independent variables, namely organizational communication (OC), coworker support (CS), and job stress (WS), explain 72.4% of the variance in employee motivation ( $R^2 = 0.724$ ). This suggests that the multiple regression model has a strong explanatory ability in predicting employee motivation. Moreover, the adjusted  $R^2$  value is 0.720, indicating that after adjusting the number of predictors in the model, there are 72.0% of the

variance in employee motivation is explained by the independent variables, which shows a strong model fit.

**Table 4.12: ANOVA Results of Multiple Regression Analysis**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.852	3	39.951	226.006	<.001 <sup>b</sup>
	Residual	45.783	259	.177		
	Total	165.635	262			

a. Dependent Variable: EM  
b. Predictors: (Constant), WS, OC, CS

Source: Developed for the research

The ANOVA results in Table 4.12 show that the overall regression model is significant. The model shows an F-value of 226.006 ( $F = 226.006$ ) with a significance level of p-value lower than 0.001 ( $p < 0.001$ ), indicating that the independent variables collectively have a significant impact on employee motivation. This also suggests that the regression model is appropriate and reliable for predicting employee motivation.

**Table 4.13: Coefficients of Multiple Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.221	.145		1.523	.129
	OC	.481	.055	.471	8.828	<.001
	CS	.271	.055	.264	4.915	<.001
	WS	.190	.039	.213	4.861	<.001

a. Dependent Variable: EM

Source: Developed for the research

Table 4.13 shows the coefficient results of multiple regression analysis. All the independent variables are significant because the significance value is lower than 0.001 ( $p < 0.001$ ). Among the variables, OC shows the strongest positive effect on EM ( $\beta = 0.471$ ,  $t = 8.828$ ), followed by coworker support

( $\beta = 0.264, t = 4.915$ ). The analysis also shows an interesting result, which is that WS has a positive and significant relationship with employee motivation ( $\beta = 0.213, t = 4.861$ ), suggesting that a certain amount of stress may act as a motivator for employees. Overall, based on the results from the coefficient results, the equation of multiple regression analysis is formulated as follows:

$$EM = 0.221 + 0.481(OC) + 0.271(CS) + 0.190(WS) + \varepsilon$$

This indicates that organizational communication, coworker support, and job stress are having a positive impact on employee motivation, and the most influential factor on employee motivation is organizational communication, followed by coworker support and job stress.

### 4.3.3 Mediation Analysis

A mediator explains how or why an independent variable (IV) can affect a dependent variable (DV), which in this study explains how or why independent variables (IVs) such as organizational communication, coworker support, and job stress can affect employees' motivation (DV). The mediation analysis for this study used multiple regression analysis to test the direct effect of IVs on DV, IVs on the mediator, and the indirect effect of IVs on DV through the mediator.

Table 4.14: Mediation Analysis Results

Step	Relationship Tested	Beta ( $\beta$ )	Sig.	Result
Step 1	OC $\rightarrow$ EM	0.471	0.000	Significant
	CS $\rightarrow$ EM	0.264	0.000	Significant
	WS $\rightarrow$ EM	0.213	0.000	Significant
Step 2	OC $\rightarrow$ JS	0.480	0.000	Significant
	CS $\rightarrow$ JS	0.287	0.000	Significant
	WS $\rightarrow$ JS	0.105	0.000	Significant
Step 3	JS $\rightarrow$ EM	0.287	0.000	Significant
	OC $\rightarrow$ EM	0.333	0.000	Reduced
	CS $\rightarrow$ EM	0.182	0.000	Reduced
	WS $\rightarrow$ EM	0.183	0.000	Reduced

Source: Developed for the research

The mediation analysis was conducted using multiple regression across three steps. The results among these three steps show that the significance value (p-value) for all variables was all lower than 0.001 ( $p < 0.001$ ), indicating that all variables had a significant result on employees' motivation. In step one, the beta value for organizational communication (OC) is 0.471 ( $\beta = 0.471$ ), coworker support (CS) is 0.264 ( $\beta = 0.264$ ), and job stress (WS) is 0.213 ( $\beta = 0.213$ ), indicating that all have a positive effect on employees' motivation (EM).

Next, in step two, the beta value for OC is 0.480 ( $\beta = 0.480$ ), CS is 0.287 ( $\beta = 0.287$ ), and WS is 0.105 ( $\beta = 0.105$ ), showing that all have a positive effect on job satisfaction. Additionally, in step three, the beta value of job satisfaction (JS) is 0.287 ( $\beta = 0.287$ ), showing that JS also has a positive effect on employees' motivation. The beta value for other variables, which are OC ( $\beta = 0.333$ ), CS ( $\beta = 0.182$ ), and WS ( $\beta = 0.183$ ), in this step three is reduced, but remains significant ( $p < 0.01$ ). This means that job satisfaction partially mediates the relationship between OC, CS, WS, and EM.

#### 4.3.4 Collinearity Diagnostics

Table 4.15: Collinearity Diagnostics Results

Variable	Tolerance	VIF	Result
Organizational Communication (OC)	0.303	3.303	No Issue
Coworker Support (CS)	0.341	2.931	No Issue
Job Stress (WS)	0.548	1.825	No Issue
Job Satisfaction (JS)	0.362	2.759	No Issue

Source: Developed for the research

The collinearity diagnostics were examined to assess the presence of multicollinearity among the independent variables. As shown in Table 4.15, the tolerance value for organizational communication is 0.303, coworker support is 0.341, job stress is 0.548, and job satisfaction is 0.362, all of which are above the threshold value of 0.10. Additionally, the VIF values

range from 1.825 to 3.303, which are below the recommended maximum value of 10. Therefore, it can be concluded that there is no multicollinearity problem among the variables, and the regression model is considered reliable.

## **4.4 Conclusion**

In summary, this chapter presented the results of the data analysis and provided empirical evidence to address the research questions and hypotheses of the study. Through descriptive and inferential analyses, the findings revealed the relationships among organizational communication, coworker support, job stress, job satisfaction, and employee motivation.

## **CHAPTER 5: DISCUSSION, CONCLUSION, AND IMPLICATIONS**

### **5.0 Introduction**

This chapter discusses the findings from the data analysis and relates them to the research objectives and hypotheses. The results from the analysis are interpreted and compared with previous studies to provide a deeper understanding of the influential factors of employees' motivation. In addition, the practical and theoretical implications of the findings, limitations of the study, and recommendations for future research are also identified in this chapter. Overall, this chapter concludes the research by summarising the key contributions of the study.

### **5.1 Discussions of Major Findings**

This section discusses the study's major findings in relation to the research objectives and hypotheses. The overall result from the data analysis indicates that organizational communication, coworker support, job stress, including the mediator, job satisfaction, have a significant effect on employees' motivation.

Table 5.1: Summary Results for Major Findings Discussions

Hypotheses	Beta Value		Significant (p-value)	Results
	Before Mediation	After Mediation		
H1: Organizational communication positively influences employees' motivation	0.471	-	0.000	Accepted
H2: Coworker support positively influences employees' motivation.	0.264	-	0.000	Accepted
H3: Job stress negatively influences employees' motivation.	0.213	-	0.000	Rejected
H4: Organizational communication positively influences job satisfaction.	0.480	-	0.000	Accepted
H5: Coworker support positively influences job satisfaction.	0.287	-	0.000	Accepted
H6: Job stress negatively influences job satisfaction.	0.105	-	0.000	Rejected
H7: Job satisfaction positively influences employees' motivation.	0.287	-	0.000	Accepted
H8: Job satisfaction mediates the relationship between organizational communication and employees' motivation.	0.471	0.333	0.000	Accepted
H9: Job satisfaction mediates the relationship between coworker support and employees' motivation.	0.264	0.182	0.000	Accepted
H10: Job satisfaction mediates the relationship between job stress and employees' motivation.	0.213	0.183	0.000	Accepted

Source: Developed for the research

Table 5.1 shows the summary results for the major findings discussions. First, H1 is being accepted because organizational communication was found to have a significantly strong positive effect on employees' motivation ( $\beta = 0.471$ ,  $p = 0.000$ ) and was identified as the most influential factor of employees' motivation among other variables. This result shows that effective communication within the organization could enhance employees' understanding, engagement, and overall motivation. It also aligned with past studies, which emphasize that effective organizational communication leads to increased motivation and performance (Agustina et al., 2025). Furthermore, this result supports the reciprocity principles of the SET theory, which indicates that when employees receive good feedback, it will simultaneously increase their motivation (Erimife et al., 2025; Yahya & Md Hatta, 2025).

Second, H2 is accepted, as coworker support was found to have a significant positive relationship with employees' motivation ( $\beta = 0.264$ ,  $p = 0.000$ ). The positive relationship between coworker support and employees' motivation shows that employees who receive assistance, appreciation, and support from their colleagues are more likely to be motivated at work. This result also aligned with the past studies, which showed that employees' work motivation increased with supportive coworkers (Isnajati & Pratama, 2025; Ndjoonduezu & Murangi, 2025). Additionally, from the perspective of the SET theory, employees view communication with their coworkers as a social exchange. Therefore, when employees receive positive feedback, they tend to increase their motivation on the job.

Third, H4 and H5 are accepted. The results from the analyses show that organizational communication ( $\beta = 0.480$ ,  $p = 0.000$ ) and coworker support ( $\beta = 0.287$ ,  $p = 0.000$ ) both have a significantly positive influence on job satisfaction, which aligns with the past studies, indicating that organizational communication has a positive impact on job satisfaction and coworker support as one of the indicators for job satisfaction measurement (Hermawan et al., 2025). Moreover, H7 is accepted based on the data analysis results. The results show that job satisfaction had a significant positive influence on employees' motivation ( $\beta = 0.287$ ,  $p = 0.000$ ). This result is supported by the previous studies, which highlighted that job satisfaction is closely related to employees' motivation (Abdullah et al., 2025).

Additionally, H8 to H10 are accepted. The mediation analysis result reveals that job satisfaction partially mediates the relationship between organizational communication, coworker support, job stress, and employee motivation. The analysis results show that the beta value for organizational communication ( $\beta = 0.333$ ,  $p = 0.000$ ), coworker support ( $\beta = 0.182$ ,  $p = 0.000$ ), job stress ( $\beta = 0.183$ ,  $p = 0.000$ ), and employee motivation are reduced but remain significant after the mediation of job satisfaction. These indicate that these variables had an indirect influence on employees' motivation through the mediation of job satisfaction, which supports the mediating role of job satisfaction in this study. These are also

proven by past studies, which show that effective communication may enhance job satisfaction and influence the level of motivation, coworker support could enhance employee motivation through job satisfaction, and job stress and employee motivation are mediated by job satisfaction (Kemala et al., 2023; Dijkshoorn-Albrecht et al., 2024; Sari & Nugroho, 2023).

Next, there are some interesting results from the data analysis, which show that job stress positively influences job satisfaction ( $\beta = 0.213$ ,  $p = 0.000$ ) and employee motivation ( $\beta = 0.105$ ,  $p = 0.000$ ). Commonly, job stress is viewed as a negative factor, but these results suggest that a certain level of stress may act as a motivator for employees. This can be explained using the Challenge-Hindrance Stress Model (CHM), which includes challenge stressors, also known as eustress, that are energizing and provide individuals with opportunities for accomplishment, as well as growth and development (Horan et al., 2020). It also aligned with the SET theory, which employees perceive job stress as a form of challenge or responsibility, and in return, respond with higher levels of motivation. Therefore, H3 and H6 are rejected.

Overall, the findings of this study indicate that organizational communication, coworker support, job stress, and job satisfaction play significant roles in influencing employee motivation. While most of the proposed hypotheses are supported, the results related to job stress provide new insights into its positive role in motivating employees under certain conditions.

## **5.2 Implications of the Study**

The findings of this study offer several implications for both practical and theoretical aspects. From a practical perspective, the results provide valuable insights for organizations in enhancing employees' motivation. From a theoretical

perspective, the study contributes to the existing literature by supporting and extending relevant theories related to employee behaviour and motivation.

### **5.2.1 Practical Implications**

The findings of this study provide several practical implications for organizations and practitioners. First, organizations should prioritize and improve organizational communication since it was identified as the most influential factor that affects employees' motivation. An organization can achieve this by fostering an open communication culture, utilizing technology such as collaborative messaging platforms to facilitate efficient and real-time communication, establishing clear channels of communication, and encouraging regular check-ins (Campbell, 2024).

Second, coworker support shows a significant role in influencing employees' motivation, suggesting that organizations should foster a supportive work environment by encouraging teamwork, collaboration, and positive interpersonal relationships. For example, organizations can hold different types of team-building activities, which have been proven to improve interpersonal relationships and increase motivation (Mobolade & Akinade, 2021).

Third, the findings indicate that despite the usual negative influence of job stress, it can also have a positive influence on employee motivation through effective management. Therefore, stress management at the organizational level is important. By defining the job, holding general occupational stress reduction activities such as the reduction of employee workload, improvements in communication style, and other strategies, organizations can keep job stress under control (Amiri, 2024).

Lastly, the mediating role of job satisfaction highlights the importance of organizations in ensuring their employees' overall satisfaction with their jobs. Organizations should enhance employees' overall job satisfaction by providing fair rewards, career development opportunities, and a positive working environment to sustain high levels of employee motivation.

### **5.2.2 Theoretical Implications**

This study contributes to existing studies by reinforcing the significant impact of organizational communication, coworker support, and job stress on influencing employees' motivation. The findings in this study support the SET theory, which explains how positive workplace interactions get positive feedback in return through the reciprocal principle of the theory (Go, 2025). For example, effective organizational communication increased employees' motivation.

Furthermore, this study extends the literature by incorporating job satisfaction as a mediating variable, demonstrating that it partially mediates the relationships between the independent variables and employee motivation. In addition, the positive effect of job stress provides further support for the Challenge-Hindrance Stress Model (CHM), highlighting the role of eustress in enhancing employee outcomes. Therefore, this study offers a more comprehensive understanding of the factors influencing employee motivation.

## **5.3 Limitations of the Study**

Despite the significant findings, this study has several limitations. First, although the respondents were drawn from various industries, the distribution is uneven, with

sectors such as banking and finance, retail, and healthcare having a higher distribution. This uneven distribution may limit the generalizability of the findings across all industries. Different industries may experience varying levels of organizational communication, coworker support, job stress, and job satisfaction, which could influence employee motivation differently.

Second, the cross-sectional research approach used in the study limits the capacity to determine causal correlations between the variables. Third, because respondents may give socially acceptable responses, the use of self-reported data may create response bias. Furthermore, the study only looked at a small number of variables, even though work-life balance, organisational culture, and leadership style may also have an impact on employee engagement.

These limitations are acknowledged; however, they do not detract from the significance of the findings but rather provide a foundation for future research.

## **5.4 Recommendations for Future Research**

Future research is recommended to address the limitations of this study by examining a more balanced sample across different industries. Researchers may consider focusing on specific industries individually, such as banking, healthcare, or education, to better understand how industry-specific factors influence employee motivation. This would allow for more accurate comparisons and deeper insights into the role of organizational communication, coworker support, job stress, and job satisfaction within different work contexts.

In addition, future studies may expand the sample size and include respondents from a wider range of industries and geographical locations to improve the

generalizability of the findings. A longitudinal research design is also recommended to better examine causal relationships over time.

Furthermore, future research could incorporate additional variables such as leadership style, organizational culture, and work-life balance to provide a more comprehensive understanding of employee motivation. Researchers may also consider using qualitative or mixed-method approaches, such as interviews, to gain deeper insights into employees' experiences across different industries.

## **5.5 Conclusion**

In conclusion, this chapter discussed the study's major findings by interpreting the results in relation to the research objectives and hypotheses. It highlighted the practical and theoretical implications of the findings, while also acknowledging the limitations encountered during the research. In addition, recommendations for future research were proposed to further enhance understanding in this area.

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APPENDICES

Appendix A: Survey Questionnaire



**UNIVERSITI TUNKU ABDUL RAHMAN FACULTY OF  
ACCOUNTANCY AND MANAGEMENT BACHELOR OF  
INTERNATIONAL BUSINESS (HONS) FINAL YEAR PROJECT**

**TITLE OF RESEARCH:**

**THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION,  
COWORKER SUPPORT, AND JOB STRESS WITH THE MEDIATING  
ROLE OF JOB SATISFACTION ON EMPLOYEES' MOTIVATION**

Dear Respondent,

I'm a Year 3 undergraduate student at Universiti Tunku Abdul Rahman (UTAR), currently pursuing a Bachelor's Degree in International Business (Honours). You are invited to participate in a research study conducted as part of my undergraduate Final Year Project (FYP). The purpose of this study is to examine the influence of organizational communication, coworker support, and job stress on employees' motivation, as well as the mediating role of job satisfaction.

Your participation in this survey is **VOLUNTARY**, and all information provided will be treated with **STRICT CONFIDENTIALITY**. The questionnaire consists of **FOUR SECTIONS** and will take approximately **5–10 minutes** to complete. All responses will be used solely for academic purposes and will be analyzed in aggregate form only. Your identity will not be recorded, and no individual responses will be disclosed. If you have any further inquiries regarding this research project, please do not hesitate to contact me through email at [stephaniephun1223@utar.my](mailto:stephaniephun1223@utar.my).

Sincerely,

Phun Yan Jun

Student

**Acknowledgement:**

- I acknowledge that I have read and understood the purpose of this study, that my participation is voluntary, and that all responses will be treated with strict confidentiality and used only for academic purposes.

**Section A: Demographic Information**

**Instruction:**

Please select the option that best describes you. All information provided will be used for statistical purposes only.

**Questions:**

1. Gender:

- Male
- Female

2. Ages:

- Below 25
- 25-34
- 35-44
- 45 and above

3. Education Level:

- Diploma
- Bachelor
- Master
- PhD

4. Industry of Employment

- Manufacturing
- Banking / Finance
- Insurance
- Accounting / Audit

- Education
- Healthcare
- Hospitality / Tourism
- Retail / Wholesale
- Information Technology (IT)
- Telecommunications
- Logistics / Transportation
- Construction / Real Estate
- Government / Public Sector
- Professional Services (e.g. consulting, legal)
- Others: \_\_\_\_\_

5. Length of Service in Current Organization:

- Less than 1 year
- 1-3 years
- 4-6 years
- More than 6 years

6. Job Position Level:

- Non-executive
- Executive
- Managerial
- Senior Management

**Section B: Independent Variables**

**Instruction:**

Please indicate your level of agreement with the following statements regarding organizational communication, coworker support, and job stress in your workplace.

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

**Questions:**

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**A. Organizational Communication** (The process of exchanging one party's thoughts, ideas, facts, emotions, and opinions with other parties in the workplace)

No	Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	The information communicated in my organization is factual, accurate, and reliable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Messages communicated within the organization are clear and easy to understand, reducing the risk of misinterpretation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	People in my organization, including management and supervisors, are approachable and accessible to one another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Management is open to employees' suggestions and provides explanations when suggestions cannot be implemented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Management provides opportunities for employees to give feedback on new policies or organizational changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Feedback from employees is encouraged, valued, and recognized by the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**B. Coworker Support** (Positive interpersonal interactions between employees and coworkers in the workplace.)

No	Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	My coworkers are generally willing to provide assistance or advice when needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	My coworkers have supported me in various ways while performing my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Most of my coworkers have accepted me as a valued member of this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	My coworkers have helped me adjust well to working in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	I have positive and supportive relationships with my coworkers in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**C. Job Stress** ( A term for the stress employees face in their workplace or during the employment process.)

No	Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I feel that different rules are applied to different employees in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	I feel that I constantly need to prove my value to the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	I experience stress due to excessive administrative or paperwork-related duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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4	I feel pressured to give up my personal or free time for work-related matters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Work responsibilities are not shared equally among employees, which causes stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Section C: Mediator**

**Instruction:**

Please indicate your level of agreement with the following statements regarding your overall satisfaction with your job.

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

**Questions:**

**A. Job Satisfaction** (An individual's attitude, whether pleasant or unpleasant, towards their own job, which originates from their perspective on the job.)

No	Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I am satisfied with the amount of workload assigned to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	I am satisfied with my working hours.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	I am able to successfully balance my work and personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Workload is distributed fairly among employees in my unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	I am satisfied with my salary in relation to the demands of my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Section D: Dependent Variable**

**Instruction:**

Please indicate your level of agreement with the following statements regarding your motivation at work.

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

**Questions:**

**A. Employee Motivation** (An internal and external drive that encourages employees to consistently focus on their job and put their effort into it to reach the organization's objectives.)

No	Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I feel passionate about the tasks I perform in my job role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	I feel motivated when I am given challenging tasks at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	My job allows me to make effective use of my skills and abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	I experience a sense of personal accomplishment from the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Opportunities for promotion and career advancement motivate me to work harder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Closing Note**

Thank you for taking the time to complete this questionnaire. Your responses are highly valuable and will contribute significantly to the success of this study. Please be assured that all information provided will remain strictly confidential and will only be used for research purposes.

We sincerely appreciate your participation and support.

Appendix B: Cronbach Coefficient Alpha (Actual Data)

**i. Organizational Communication**

**Scale: All Variables (SPSS Output)**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.833	6

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
OC1	4.06	1.013	263
OC2	3.81	1.084	263
OC3	4.04	1.099	263
OC4	3.85	.987	263
OC5	3.96	1.143	263
OC6	3.84	.986	263

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC1	19.51	15.594	.645	.798
OC2	19.76	16.170	.509	.826
OC3	19.53	14.884	.671	.792
OC4	19.72	15.997	.609	.805
OC5	19.61	15.147	.598	.808
OC6	19.73	15.993	.611	.805

<b>Scale Statistics</b>			
Mean	Variance	Std. Deviation	N of Items
23.57	21.780	4.667	6

**ii. Coworker Support**

**Scale: All Variables (SPSS Output)**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.794	5

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
CS1	4.03	1.142	263
CS2	4.05	1.073	263
CS3	3.92	.972	263
CS4	4.10	1.053	263
CS5	3.95	.987	263

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CS1	16.01	9.466	.604	.745
CS2	15.99	9.267	.704	.710
CS3	16.12	11.211	.439	.794
CS4	15.94	10.191	.552	.761
CS5	16.09	10.389	.574	.755

<b>Scale Statistics</b>			
Mean	Variance	Std. Deviation	N of Items
20.04	15.014	3.875	5

**iii. Job Stress**

**Scale: All Variables (SPSS Output)**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.808	5

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
WS1	3.88	1.245	263
WS2	3.94	1.102	263
WS3	3.70	1.129	263
WS4	3.64	1.205	263
WS5	3.86	1.228	263

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WS1	15.13	12.917	.593	.771
WS2	15.08	13.490	.627	.762
WS3	15.32	13.980	.536	.787
WS4	15.37	13.204	.584	.773
WS5	15.15	12.730	.632	.758

<b>Scale Statistics</b>			
Mean	Variance	Std. Deviation	N of Items
19.01	19.775	4.447	5

**iv. Job Satisfaction**

**Scale: All Variables (SPSS Output)**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.811	5

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
JS1	3.93	1.194	263
JS2	3.81	1.030	263
JS3	3.91	1.142	263
JS4	3.97	1.130	263
JS5	3.68	1.104	263

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	15.37	11.454	.620	.767
JS2	15.48	12.907	.531	.793
JS3	15.38	11.535	.652	.757
JS4	15.33	12.030	.585	.778
JS5	15.62	12.047	.604	.772

<b>Scale Statistics</b>			
Mean	Variance	Std. Deviation	N of Items
19.29	17.895	4.230	5

**v. Employee Motivation**

**Scale: All Variables (SPSS Output)**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.786	5

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
EM1	3.95	1.125	263
EM2	3.90	1.179	263
EM3	3.91	.969	263
EM4	3.85	1.014	263
EM5	3.99	1.115	263

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EM1	15.65	10.205	.603	.732
EM2	15.71	9.918	.606	.732
EM3	15.70	11.670	.483	.770
EM4	15.75	10.797	.597	.736
EM5	15.61	10.689	.531	.757

<b>Scale Statistics</b>			
Mean	Variance	Std. Deviation	N of Items
19.60	15.805	3.976	5

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Appendix C: Mean and Standard Deviation (SPSS Output)

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
OC	263	3.9284	.77782
CS	263	4.0076	.77495
WS	263	3.8023	.88937
JS	263	3.8586	.84605
EM	263	3.9209	.79511
Valid N (listwise)	263		

Appendix D: Pearson Correlation Coefficient (SPSS Output)

		<b>Correlations</b>				
		OC	CS	WS	JS	EM
OC	Pearson Correlation	1	.770 <sup>***</sup>	.622 <sup>***</sup>	.767 <sup>***</sup>	.807 <sup>***</sup>
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	263	263	263	263	263
CS	Pearson Correlation	.770 <sup>***</sup>	1	.629 <sup>***</sup>	.723 <sup>***</sup>	.761 <sup>***</sup>
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	263	263	263	263	263
WS	Pearson Correlation	.622 <sup>***</sup>	.629 <sup>***</sup>	1	.585 <sup>***</sup>	.672 <sup>***</sup>
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	263	263	263	263	263
JS	Pearson Correlation	.767 <sup>***</sup>	.723 <sup>***</sup>	.585 <sup>***</sup>	1	.780 <sup>***</sup>
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	263	263	263	263	263
EM	Pearson Correlation	.807 <sup>***</sup>	.761 <sup>***</sup>	.672 <sup>***</sup>	.780 <sup>***</sup>	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	263	263	263	263	263

\*\*\*. Correlation at 0.001 (2-tailed)

Appendix E: Mediation Analysis (SPSS Output)

**Step 1**

<b>Variables Entered/Removed<sup>a</sup></b>			
Model	Variables Entered	Variables Removed	Method
1	WS, OC, CS <sup>b</sup>	.	Enter

a. Dependent Variable: EM  
b. All requested variables entered.

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.851 <sup>a</sup>	.724	.720	.42044	.724	226.006	3	259	<.001

a. Predictors: (Constant), WS, OC, CS

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.852	3	39.951	226.006	<.001 <sup>b</sup>
	Residual	45.783	259	.177		
	Total	165.635	262			

a. Dependent Variable: EM  
b. Predictors: (Constant), WS, OC, CS

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.221	.145		1.523	.129
	OC	.481	.055	.471	8.828	<.001
	CS	.271	.055	.264	4.915	<.001
	WS	.190	.039	.213	4.861	<.001

a. Dependent Variable: EM

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**Step 2**

<b>Variables Entered/Removed<sup>a</sup></b>			
Model	Variables Entered	Variables Removed	Method
1	WS, OC, CS <sup>b</sup>	.	Enter

a. Dependent Variable: JS  
b. All requested variables entered.

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.798 <sup>a</sup>	.638	.633	.51232	.638	151.832	3	259	<.001

a. Predictors: (Constant), WS, OC, CS

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.557	3	39.852	151.832	<.001 <sup>b</sup>
	Residual	67.981	259	.262		
	Total	187.538	262			

a. Dependent Variable: JS  
b. Predictors: (Constant), WS, OC, CS

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.170	.177		.959	.338
	OC	.523	.066	.480	7.864	<.001
	CS	.313	.067	.287	4.664	<.001
	WS	.100	.048	.105	2.099	.037

a. Dependent Variable: JS

**Step 3**

<b>Variables Entered/Removed<sup>a</sup></b>			
Model	Variables Entered	Variables Removed	Method
1	JS, WS, CS, OC <sup>b</sup>		Enter

a. Dependent Variable: EM  
b. All requested variables entered.

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.868 <sup>a</sup>	.753	.750	.39792	.753	197.020	4	258	<.001

a. Predictors: (Constant), JS, WS, CS, OC

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.784	4	31.196	197.020	<.001 <sup>b</sup>
	Residual	40.851	258	.158		
	Total	165.635	262			

a. Dependent Variable: EM  
b. Predictors: (Constant), JS, WS, CS, OC

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.176	.138		1.275	.204
	OC	.341	.057	.333	5.930	<.001
	CS	.187	.054	.182	3.434	<.001
	WS	.163	.037	.183	4.371	<.001
	JS	.269	.048	.287	5.581	<.001

a. Dependent Variable: EM

Appendix F: Collinearity Diagnostics (SPSS Output)

<b>Variables Entered/Removed<sup>a</sup></b>			
Model	Variables Entered	Variables Removed	Method
1	JS, WS, CS, OC <sup>b</sup>		Enter

a. Dependent Variable: EM  
b. All requested variables entered.

<b>Coefficients<sup>a</sup></b>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	OC	.303	3.303
	CS	.341	2.931
	WS	.548	1.825
	JS	.362	2.759

a. Dependent Variable: EM

<b>Collinearity Diagnostics<sup>a</sup></b>								
Model	Dimension	Eigenvalue	Condition Index	(Constant)	Variance Proportions			
					OC	CS	WS	JS
1	1	4.932	1.000	.00	.00	.00	.00	.00
	2	.027	13.540	.86	.01	.00	.21	.03
	3	.022	14.910	.07	.04	.02	.74	.19
	4	.011	21.273	.07	.09	.49	.04	.67
	5	.008	24.579	.00	.86	.49	.00	.10

a. Dependent Variable: EM