



## **A Psycholinguistic Study on the Influence of Verbal Communication Dynamics of Employees at Bali Business School**

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<b>ARTICLE INFO</b>	<b>ABSTRACT</b>
Received: 17 Jan 2026	This study attempts to explore the verbal communication of employees of Bali Business School (BBS) in a psycholinguistic perspective. The study aims to identify the factors affecting the communication process with reference to sending information and receiving feedback while assessing its impact on workplace communication effectiveness. The research chooses a qualitative case study design and collects data from different roles in the organization. The researcher used participant observation, in-depth interviews, and recorded interactions to collect the data to get triangulation. According to the findings, the dynamics of verbal communication are influenced by the psychological, sociocultural and situational factors. This includes mood, emotional control, perception and cultural background, among others. Besides that, work pressure and individual communication styles can also influence the dynamics of verbal communication. These factors influence the way social messages are encoded, transmitted, and decoded within the workplace. As per the study, communication efficiency is also related to employees' ability to flexibly adapt their communication strategies, decode contextual cues, and control emotions during the interaction. Nevertheless, communication barriers still exist, particularly due to differences in perceptions and styles of communications especially in a multicultural context. Three key elements that bolster our professional relationships and aid in effective interaction are reflective communication strategies, emotional regulation and intercultural awareness. This research integrates insights from psycholinguistics into studies of workplace communication and usefully informs the development of communication training programs in training and human resource development contexts.
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## 1. Introduction

Verbal communication plays an important role in the workplace. It influences organizational performance and interpersonal relationships. In any workplace scenarios and situations, successful message delivery is important for effective collaboration. However, just as important is the understanding of the message which takes place in social and psychological contexts. Effective communication can foster understanding between people, reduce conflict, and create a positive atmosphere within the organization (Amalia et al., 2023; Lusianawati, 2024). Interactions in the workplace also depend on the processes and situations in which an interaction happens to facilitate social exchange and the building of relationships (Wijngaarden, 2022).

Communication in organizations involves not merely sending information but rather an interactive process between speakers and listeners. The transfer and comprehension of meaning is mediated cognitive as well as emotional and social factors. Supportive communication and sharing speaking opportunities have been demonstrated to enhance trust and bolster the employees' psychological well-being (Qin & Men, 2022; Koessler et al., 2021). As is demonstrated, effective communication is closely related to social relationships and psychological conditions in the workplace. Moreover, communication patterns within teams can influence how well they collaborate and make decisions.

Psychological factors strongly influence the production and reception of communication. People's selection of words, formulation of ideas, and responses to others are all subject to their emotions, perceptions, or mental conditions (Bellmann & Hübler, 2021; Feng & Narayanan, 2022). A well-developed emotional control enables employees to communicate clearly and effectively. On the contrary, employees under stress get into conflict and misunderstanding. In addition, motivation, confidence, and past experiences are a few other individual differences that affect communication behaviour. These factors show that communication is not just an act of language but also a psychological one which shows a person's mental state.

The challenges faced are greater in multicultural workplaces where language inability and cultural differences require people to be more adaptable with communication (Ilavarasi, 2024; Herlin & The, 2025). It's critical that employees alter their use of language, interpret diverse styles of communication and avoid any misinterpretation. In these situations, failure to communicate can result not only in misunderstanding but in reduced collaboration and performance. As a result, effective communication in the workplace requires intercultural competence.

In training and HRD contexts, communication skills are very important because employees deal with a variety of participants and stakeholders. Successful communication involves adequately conveying a message to the receiver who interprets it through their own set of values. It entails effectively communicating instructions, offering feedback and interacting with learners based on their needs. The performance and training for execution can be improved by using psychological factors or communications skills (Amalia et al., 2023; Lusianawati, 2024) In addition, quality of

communication at the training scene can affect participation, learning and satisfaction.

Although a lot research is done on workplace communication, most of the research focus on organizational or managerial work only. Very few studies have examined the psycholinguistic processes behind communication, such as how we produce language, how we go about forming meanings and how we interpret messages in real time. Moreover, little research examines how these processes work in specific contexts such as training and human resource development contexts. We can conclude that communicative gap calls for a more integrated concept of communication, which usually functions as a cognitive and social process.

We can understand this issue using psycholinguistics. It examines the link between mental processes and language learning, processing and production. Through this approach we can study communication not only as social interaction but as a cognitive activity concerning choosing meanings, interpretation and language. Using a psycholinguistic approach, we can look at how internal processes influence observable communication in the workplace setting.

In this regard, this journal will identify the factors that affect the dynamics of verbal communication among BBS employees on the delivery of information and taking feedback. In other words, this journal also studies their effect on the effectiveness of interaction among the employees. This study is expected to improve the understanding of workplace communication through a linguistic and psychologizing theory approach, specifically within training and human resource development contexts.

## **2. Literature Review**

Scholarly investigations into workplace communication highlight its importance for the organizational climate, employee behaviour and overall performance. Gehrau et al. (2024) for example, show that internal communication especially executive and peer-to-peer communication has a significant impact on employee empowerment, motivation and decision-making capacity. Similarly, Rahmat et al. (2019) highlight that communication at the operational and individual level will improve productivity, motivation and workplace relationships. When communication helps the interaction that occurs, the exchange of feedback and engagement of employees, it is positioned to be at the centre of the organization.

Recent research is extending communication's role to performance development and skill acquisition, from another perspective. Ghaleb and Alawad (2025) show, for example, oral communication by employees and interaction with customers helps develop language skills and good performance of the workplace, especially in multilingual and service-oriented settings. In addition, Iddrisu and Mohammed (2024) find that employee voice as a form of communicative behaviour is significantly related to organisational trust, culture and performance outcome. This reinforces the idea that interaction is not merely a means of transferring information but also a process that constructs the organization and develops employees.

Nevertheless, the majority of these studies have a common limitation where

communication is largely studied from an organizational, managerial or behavioural perspective. Even though communication manifests an effect (e.g., empowerment, performance, trust), it misses out on the psycholinguistics (how communication is produced, interpreted, and negotiated in real-time interaction). For instance, Gehrau et al. (2024) believe communication quality is important, yet they do not explain which cognitive or linguistic mechanisms influence how employees interpret messages. Likewise, the study of Rahmat et al. (2019) considers the structural levels of the communication (operational versus individual) but does not try to analyse the process of the language or of the construction of the meaning.

Psycholinguistic research reveals deeper insights into the cognitive mechanisms behind language. According to Zhu (2024), how language shapes the attention, affects the feelings and thoughts are the drivers of how we communicate and ultimately behave. According to this viewpoint, the effectiveness of communication is dependent on the surroundings but also on the internal processes which include the interpretation of the message, memory, emotional response and more. In earlier psycholinguistic work, Kamisznikow (2000) indicates that the act of communication is not merely a straightforward transmission of information, but rather a complex interaction of verbal and non-verbal elements, collaborative strategies, and the interpretation of the context.

Though useful, psycholinguistic research is not directly applied within the workplace or organization. As Průcha (1973) points out, it is known that verbal communication has not been subjected to extensive systematic investigation in institutions that may not at all interesting from the point of view of theory yet interesting primarily from the point of view of everyday life. The gap between psycholinguistic theory and workplace communication is evident.

### **3. Method**

In order to delineate oral communication as a bounded system among the employees of BBS, this study adopts qualitative case study design for the study. According to Rashid et al. (2019), a case study approach is ideal for investigating social phenomenon within context. It helps to find out interaction, meaning and process holistically. This study treats BBS as a single instrumental case to look at the working of oral communication in an organizational setup to find out the factors influencing it and analyses its influence on employee interaction and productivity.

The focus of study in this case analysis of electrical company is communication practices of the BBS employees. Based on the research focus, participants are selected through purposive sampling to obtain information-rich cases (Tongco, 2007). The chosen participants comprise cooperation and marketing staff, administrative staff, financial staff, planning and development staff, operational staff, and others. Their collaboration enables the case to develop a comprehensive understanding of communication practices across functional units.

The data is collected through multiple sources of evidence, which is a key characteristic of case study research that helps in assuring data triangulation and

credibility. Methods include participant observation, in-depth interviews and document-based analysis of recordings. Participant observation is used in real work settings to capture both formal and informal communication that takes place in the field. In-depth interviews to examine the participants' thinking about their communication experiences, strategies, and challenges revealing their cognitive and emotional processes (Ferguson, 2016). Moreover, recorded speech events of meetings, group conversations and casual encounters are also subjected to examination to provide data on language-use patterns, communicative strategies, and interactional response patterns. One area of investigation focuses on instances where participants demonstrate a lack of knowledge or insight when they actually do not. This focus examines the interplay between verbal and non-verbal behaviours, such as gestures and gaze, to understand how participants maintain interactional coherence (Heath, 1984).

A systematic case analysis procedure is followed in data analysis which is done by arranging the data through coding. Data obtained from the observation, interview and recording will be transcribed, categorized and coded into the thematic unit, in order to build a patterned, meaningful result (Bordignon & Maisonobe, 2022). After that within-case analysis is conducted to identify patterns, dominant modes of communication, and structures of interaction. The study helps us differentiate communication styles, communication strategies and context (Smith et al., 2022). Ultimately, the findings are then interpreted in an holistic manner, thereby developing an in-depth understanding of the case involving communication structures and message delivery strategies, as well as the key influencing factors of oral communication of BBS.

#### **4. Results and Discussion**

##### ***4.1 Factors Influencing the Dynamics of Oral Communication among BBS Employees***

The respondents' answers reveal the dynamics of oral communication between employees of Bali Business School (BBS) which is influenced by some psychological, socio-cultural, and situational factors. Several factors such as mood, emotions, perception, culture, work pressure and communication styles shape these dynamics. These factors influence the ways messages are constructed, delivered and interpreted at the workplace, showing that workplace communication is a multi-dimensional phenomenon from a psycholinguistic point of view.

Mood affects how people communicate through their use of words. The workers said the tone and clarity with which they express themselves, as well as their willingness to converse, are both greatly impacted by how they feel. Individuals become more verbal, clearer and cooperative when in a good mood. On the other hand, a negative mood such as frustration or tiredness could lead to disengagement, abruptness or fuzziness. This finding is in accordance with psycholinguistic perspectives which underline that the affective states affect the processing and production of language, whereby communicative efficiency can be influenced.

Mood is closely associated with emotional control, which is important for effective communication. Emotionally out of control such as angry, fright, anxiety, or

stress disturbs the flow of interaction with the opponent as per the participants. The use of wrong words, exaggerated tone, and incomplete message construction is due to instability. Being able to regulate emotions is important not merely for maintaining relationships but also for making sure that what one wants to convey is what the other gets.

Another major impediment to communication is perception differences. Messages may be interpreted by employees on the basis of their thought process, prior experiences and expectations. This ultimately leads to different people interpreting or understanding the same message. Such perceptual differences can result in misunderstanding, ambiguous communication or even conflicts at workplace. In a work setting like BBS, the use of perception through clarifying and feeding back becomes an important communication strategy particularly for coordinating work effort.

BBS is a multicultural workplace where people from different languages and cultures work together. Communication styles are a function of these differences, such as differing levels of directness, politeness strategies, the use of turn taking behaviour and implicit versus explicit language. Participants felt that cultural barriers could be created with any differences without sensitivity and adaptability. Thus, intercultural awareness and communicative flexibility are useful to avoid misunderstanding and interaction obstruction.

This study has identified another important factor actually work pressure. It was found that the high levels of workload and job-related stress affected communication quality. Employees under pressure will focus more on completing the task instead of communicating clearly which results in an unclear message. According to a staff from the finance department, the pressure of monetary matters may cause the speaker to deviate from the original message. The results suggest that cognitive load and stress interfere in the processing of the language thus encoding and decoding becomes ineffective. Therefore, work pressure should be managed to maintain clarity and consistency in workplace communications.

Ultimately, personal communication methods also add to the variety of ways people communicate. Workers implement different tactics depending on their character, experience, and communication choices. For instance, some use humor to help divert attention and lighten the mood, while others make small talk before discussing work to foster a bond. Whether one is humorous, affective, mix, joke, or whatever else strategy to attach themselves to a particular audience, social or otherwise, people employ those strategies. This rich diversity of styles can, if managed well, improve relationships, create a helpful work atmosphere and increase communication.

To summarize, the situation of oral communication of BBS employees is a function of internal psychological state, external situation pressure and sociocultural factors. By understanding these influences, we can develop strategies that improve the effectiveness of communication, reduce misunderstandings, and foster a more

collaborative workplace.

#### ***4.2 The Influence of Verbal Communication Dynamics on the Effectiveness of Employee Interactions***

The study findings show that the interactions of BBS employees in Bali are quite effective as they usually perform verbal interactions, which are influenced by the dynamic ability of someone to manipulate verbal interactions according to context, interlocutors and situation. Interactions are also influenced by the flexibility of a role in a situation. Because of the complexity of communication it is necessary for the participants to adjust continuously for mutual understanding and other outcomes. Employees who communicate flexibly, such as adjusting their tone, word choice, or formality levels, and assessing the context before starting a conversation, have better and smoother conversations.

Recognizing and acknowledging contextual cues is a hallmark of effective communication, as it enables people to convey the appropriate message in its entirety. Participants indicated that knowledge of a given issue and emotional/situational background of their interlocutors enables more adequate communication. An employee who takes the time to assess whether to use formal or informal language, or whether to use direct or indirect language will be more likely to communicate effectively and avoid any misunderstanding. The ability to adjust the formality of a communication demonstrates a high degree of communicative competence essential in the workplace.

Despite these pros, communication barriers still pose a problem at the workplace. Misunderstandings among employees often occur due to conflicting perceptions or communication styles. For example, some participants pointed out the use of humor, which they say makes things easier, is sometimes not interpreted correctly by colleagues. In such cases, the meaning of the message conveyed may not be received as intended thereby creating confusion or even friction between partners. The finding suggests that, while communication effectiveness certainly depends on the speaker's intention, it also relies on the interpretation of listeners. Thus, individual and cultural differences are relevant.

The communication styles like directness levels, hinting, expressiveness, level of personalness, formality, etc., may not be the same. According to Lonnqvist and Paunonen, individuals that like to communicate directly may be viewed as blunt while those who communicate indirectly may be viewed as unclear. Such differences highlight the need to develop awareness and sensitivity to our different communication styles in the workplace. By recognizing and respecting these differences, employees will lower the risk of miscommunication and work better together.

Most of the respondents reflect and self-regulate in the case of conflict resolution, the study finds. Employees don't react immediately when situations heat up. They take a pause, calm down, reflect on what's happening, and then resume the

conversation. For example, participants mentioned that taking a pause could help one calm down and then return to the conversation with a clearer mindset and better attitude. When you clarify your message, you prevent the other person from escalating the conflict. Most importantly, it allows you to remain on friendly professional terms with them.

Reflective strategies in conflict situations show that emotional regulation and metacognitive awareness play an important role in communication. Employees who can assess their own communication behavior and adjust it will benefit more in communication exchanges than those who can't. It helps to solve issues, eases communication, and fosters a good working atmosphere. It also reinforces that effective communication requires more than just language ability; management of feeling and human relations is equally relevant.

In brief, the impact of employee communications at BBS greatly relies on the nature of their verbal communication. In particular, this includes their adaptability, context sensitivity and responsiveness to different styles of communication. The differences perceptible or communicational styles could create gaps in employee interaction to eliminate such barriers employees engage into reflective or adapt strategies. Hence, it is vital to develop communicative flexibility, regulate one's emotions and be aware of another's culture to ensure effective interaction and maintain good relationships at the workplace.

### **4.3 Discussion**

The findings of this study reveal that enhancing the level of language ability will optimize verbal communication dynamics, in a professional environment, multicultural multilingual which in this case, Bali Business School (BBS). Employees who regularly deal with international colleagues and clients encounter specific communication problems in the workplace. When the differences in language proficiency obstruct clarity of the message and mutual understanding, the parties face difficulty in communicating. The results reinforce the belief that language skills are not only a technical competency, but also a tool that strategically influences the effectiveness of interaction, confidence and professional performance.

Interactions with foreign colleagues have a communication barrier. There is a need for systematic foreign language teaching, particularly the English language as a world lingua franca. Training should not only identify a language only speaking ability but also domain-specific or professional communication, workplace vocabulary, negotiating strategies, and pragmatics. Through aligning language training with workplace needs, organizations can better equip employees for meaningful communication in the workplace, increasing their impact and effectiveness. In addition, according to the communicational need of the institution, internal training programs could offer a practical and sustainable solution.

The study found that besides linguistic competence, interpersonal communication strategies also play important role behind effective communication

and co-operative interaction. Starting up a conversation with small talk, expressing opinions at the right time with logical and structured arguments, and cracking a jest in good measure all contribute greatly to building a relationship and creating a communicative climate. These strategies involve relational communication where parties do not merely exchange information but also build trust and a mutual understanding of each other. Findings indicate these strategies, however, must be used cautiously. For example, humor is a great way to alleviate some of the tensions during negotiations. However, humor can also fail if the client misunderstands the context. This shows how important practical awareness is in communication.

Moreover, basic but consistent communicative actions, like greeting colleagues in the morning, were found to have a significant impact. Seemingly insignificant interactions help contribute to a feeling of belonging, strengthen relationships between employees, and foster greater solidarity. Through the lens of psycholinguistics, these processes help to stabilize positive emotions, yielding an effective communicative process. The implication is that how effective communication works is not just assessed based on formal conversation but can take shape on a daily basis.

The study recommends that comprehensive communication training must be implemented so that it can solve the communication barriers mentioned in this study. Training should be done in a holistic manner which entails the inculcation of multi-faceted competencies including emotional control conflict management. Being composed helps us communicate more effectively, especially in times of crisis or tension. Conflict management skills allow an employee to resolve a disagreement. Moreover, active listening ensures that messages are sent and received accurately. When combined, these skills buttress communication and minimize misinterpretation.

Improving language proficiency should be another organizational priority. Employees who regularly engage in communication with foreigners can benefit from training in a foreign language, especially English, as it boosts their confidence and performance. When employees are more confident in using a language it helps them to participate more readily in discussions; express ideas more clearly; respond more effectively in more complex communicative situations.

The development of an open and supportive communication culture in the organization is equally essential. An environment where employees feel comfortable expressing their ideas, opinions, and reactions to one another is crucial for collaboration and innovation. Structured forums, inter-departmental meetings and feedback loops could help facilitate this process. Through these platforms, transparency is ensured and employees get to practice the communicative competence which will help them improve further.

Furthermore, a collaborative communication style that is polite, empathetic, respectful and understanding further enhances interaction. Use of courteous language and empathetic responses is helpful in developing a positive relationship with the other party. The ability to understand the feelings of a colleague helps in coming to a common ground, reducing conflicts and dialogues.

To conclude, this study illustrates that the effectiveness of verbal communication in the place of work is the function of a combination of linguistic competence, interpersonal strategies, emotional regulation and organizational culture. Target training and organizational displays to enhance these features may improve employee conversation effectiveness. Consequently, BBS and other organizations must take a comprehensive approach to communication development, empowering employees with the skill set essential for effectively engaging in professional communication in a globalized professional scenario.

## **5. Conclusion**

The way employees communicate orally impact people's lives quite significantly. In the BBS workplace, oral communication is crucial to interpersonal relationship-building and productivity enhancement.

Research shows that mood, emotions, perceptions, culture and work pressure has a significant impact on an employee's output, interpretation and regulation of communication. Organizational communication barriers often arise from differences in perceptions and communication styles, particularly in a multicultural workplace.

According to the results, effective management of emotions and adaptability in communication can increase effectiveness. People who can control their emotion, adapt their communication style and react appropriately to the situation are more likely to interact positively with others. In this way, implementing communication training programs on emotional control, active listening skills along with the development of foreign language competencies especially English can significantly ameliorate and help in the communication practices of BBS.

Moreover, it is important to foster a culture of communication that is open and bilateral. This would encourage employees to put forth their ideas and opinions, and engage in dialogues without the fear of judgment. Such a culture can foster mutual trust, minimize misunderstanding, and increase coherence within the organization. The use of such strategies would come in handy for BBS in creating a communication-friendly environment.

Then this research will have some limitation. To begin with, this research was only conducted in one institution which is Bali Business School. Therefore, it may not be possible or generalizable to other organizations. Secondly, the data were based on responses from the participants. These responses might be self-serving and subjective. In addition, the researchers considered a third limitation, which is that much of the study focused on verbal communication, while it did not engage in much depth with non-verbal or digital communication.

## **Conflict of interest**

The author declares that there is no conflict of interest related to the research, authorship, and/or publication of this article.

### Authors' contribution

The author made substantial contributions to the conception and design of the study. The author took responsibility for data analysis, interpretation, and discussion of results. The author read and approved the final manuscript.

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### Statement of AI Usage

The authors would like to state that the usage of generative AI technologies was limited to enhancing the manuscript's general clarity, readability, and grammar. The writers thoroughly examined and validated every output produced with AI's help. The study's research data is all original and hasn't been altered or produced by artificial intelligence.

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