



# Perceived Organisational Prestige and Employee Engagement: The Mediating Role of Psychological Capital

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**Abstract.** In a constantly evolving professional landscape, academic institutions face the looming threat of 'The Great Resignation'. This threat presents a pressing concern where it leads to disengagement among employees. Subsequently, recognizing the pivotal role of academics in higher-level education, the study examines the relationship between perceived organisational prestige and employee engagement while investigating the mediating role of psychological capital among academics in Malaysian private universities, grounded by the broaden and build theory. A total of 217 academics from selected Malaysian private universities participated in an online questionnaire survey. PLS-SEM was utilized to test the hypotheses. Results reveal that perceived organisational prestige positively predicted psychological capital. Both perceived organisational prestige and psychological capital significantly influence employee engagement. Furthermore, psychological capital acts as a pivotal mediator between perceived organisational prestige and employee engagement. Consequently, these findings highlight the role of psychological capital in shaping an employee's coping mechanism towards the sociopsychological stress factors, offering valuable insights into the fostering effect of psychological capital as a resource in influencing diverse facets of organisational behaviours. The outcome also highlights the potential for interdisciplinary studies to improve the work environment's quality and employee welfare.

**Keywords:** Perceived Organisational Prestige, Psychological Capital, Employee Engagement, Academic Staff and Malaysian Private University

## 1 Introduction

More than ever, many researchers have foreseen the profound transformation's substantial impact on the industrial organisation and warned researchers to begin addressing the issues of personal credibility in business settings, such as employee engagement [1]. It was a truthful warning because the Global Workplace 2022 report revealed that only 22% of employees are engaged. Moreover, it has been well-established that employee engagement would effectuate a lucrative working industry [2-4].

One of the service sectors that contributes significantly to a nation's GDP is private higher education institutions (PHEIs). They are responsible for achieving the envi-

sioned 'high-income knowledge-based economy' and providing tertiary education for all [5-6]. According to [7], many private investors are advancing toward a lucrative educational market. In 2021, the share of the PHEIs industry has reached RM 3.79 billion and by 2026 will reach an estimated RM 6.7 billion. Consequently, private universities could not escape the market's tyranny as business entities: whereby prestige is the common predator of intense competition [8-9].

Employee engagement is defined as self-expression and self-employment of an individual's preferred and authentic self-based on their emotional, physical, and cognitive into their work life [10]. This study argues that employees occupy their roles at work with a diverse element of themselves (i.e., cognitively, emotionally, and behavioural) that could eventually lead to how they identify with the company and contribute to its success. Engaged employees maintain a positive attitude toward the organisation; conversely, disengaged employees are likelier to perform their bare minimum of effort and may even actively sabotage the organisation's reputation [11]. Contrastingly, employee disengagement also posits detrimental personal outcomes, which include self-isolation [12], inattentive, psychological, and physical withdrawal [13], avoiding responsibilities [14] and physical symptoms (i.e., stress-related illness) [15].

[16] define perceived organisational prestige as a perception resulting from comparing the affiliated organisations and outsiders made by the employee's organisation. It summarises outsiders' impressions, thoughts, perceptions, and feelings concerning the affiliated organisation resulting from their relationship. Factors such as perceived organisational prestige have reflected employee's attitudes, identification, and behaviours towards the affiliated company [17]. A high level of perceived prestige helps the organisation's employees feel respected, valued, and esteemed and protects their interests.

Furthermore, the emotional function of employee engagement has consistently been found to be associated with psychological capital. It is defined as a psychological state that proffers four positive psychological capital assets, scilicet, hope, optimism, efficacy, and resilience [18]. It has been substantiated to be a solid personal resource reservoir for employees to flourish and be in the flow at their workplace. Studies show that engaged employees tend to have high psychological capital, contributing to job satisfaction, work happiness, and job commitment, leading to higher employee engagement [19-20]. The reasoning behind this is that individuals are more likely to believe that they are in control of the future, able to adapt to difficult situations and changes, and can bounce back from failure and challenges.

Despite the relationship between perceived organisational prestige and employee engagement appearing to be established, the underlying mechanism of the associated relationship remains ambiguous. Consequently, the goal of the current research is to generate a conceptual framework to understand how employees' perception of the company's prestige has influenced their engagement at work. Focusing on the crucial variables using the definition of employee engagement by [10], the research focuses on three variables, scilicet, perceived organisational prestige, employee engagement, and psychological capital. This study will help understand employees' subjective and psychological experiences and why employee engagement failed to prevail. The research will also respond to the recent calls for research on positioning the mechanism of employee engagement within the lexicon of psychological states among academic staff, which essentially addresses the research gap in the literature on employee en-

agement [21-23]. Based on these aspects, this study is conducted to address the following research questions:

Research Question 1: Does perceived organisational prestige positively predicts psychological capital among Malaysian private university academic staff?

Research Question 2. Does perceived organisational prestige positively predicts employee engagement among Malaysian private university academic staff?

Research Question 3. Does psychological capital positively predicts employee engagement among Malaysian private university academic staff?

Research Question 4. Does psychological capital mediates the relationship between perceived organisational prestige and employee engagement among Malaysian private university academic staff?

## **2 Literature Review**

### **2.1 The Broaden and Build Theory**

The broaden and build theory is rooted in positive psychology, through which positive emotion broadens awareness, event responses, coping skills, and resiliency [24]. His notion is derived from prior beliefs that action tendencies are influenced by negative emotion that carries abrupt adaptive benefits, which incapacitates an individual's narrowing attention. The theory found that positive emotions have the exact mechanism but bring contrasting benefits. The theory also suggests a complementary upward spiral due to the broadening attentional focus from positive emotion and broadened thinking influencing each other reciprocally and having the capacity to build recourses in an upward fashion [25]. Positive emotions widen an individual's awareness, which then encourages novel and exploratory thoughts and actions. The broadened mindsets sustain indirect and long-term adaptive benefits that gradually broaden behavioural repertoire and build persistent personal resources [24].

In contrast, a depressive state triggers a downward spiral by the influence of narrowing thinking and eventually worsening emotions. Resources procured through positive emotion outlive the emotions from which they were acquired [26]. Resources increase over time, transforming an individual's health, survival, well-being, and fulfilment. It was established that happiness is merely a precondition that indirectly contributes to the outcome of high-functioning behaviour and success.

### **2.2 Hypothesis Development**

#### **The Relationship between Perceived Organisational Prestige and Psychological Capital**

[27] have proved that perceived organisational prestige significantly impacts psychological capital and psychological empowerment. It was claimed that when employees started to believe the organisation's prestige was low, leads to the collective feelings of optimism, hope, efficacy, and resilience were also low. Prestige and image are an essential source of motivation. [28] denote that perceived organisational prestige fortifies a positive self-image when their organisation is viewed favourably. This is be-

cause it influences their job satisfaction and positive attitudes through the gained sources of motivation [27,29]. However, currently, academic staff are progressively vulnerable to public scrutiny via various sources of comparison [30]. The study proves that perceived organisational prestige feeds employee's social capital and influences their commitment to the company [30]. As a result, the hypothesis is proposed as follows:

H1: Perceived organisational prestige positively predicts psychological capital among Malaysian private university academic staff.

### **The Relationship between Perceived Organisational Prestige and Employee Engagement.**

Various studies have revealed a significant relationship between perceived organisational prestige and employee engagement [28,31,32]. The researcher noted that the organisation's positive image acts as a competitive advantage over competitors to lure and sustain employees, as a sign of security and stability [33]. This, in turn, generates a positive perception of organisational prestige among employees. Such perception is able to show superiority over organisational membership [31] and elicit a sense of pride, motivation, engagement and positive emotion in the workplace [34]. In line with the broaden and build theory, pride is also a distinct positive emotion; the experience of pride fuels achievement motivation and self-esteem that prompts individuals to envision future and more significant achievements [25]. It has also been revealed that negatively perceived organisational prestige posits detrimental effects such as deviant workplace behaviour (i.e., sabotage and aggressive behaviour) [35]. It was suggested that due to dissatisfaction towards the organisation, developing and exhibiting negative behaviours is not unusual. Hence, perceived negative organisational prestige can be detrimental as it may prohibit the building of personal resources. Therefore, the current study proposed the following hypothesis:

H2: Perceived organisational prestige positively predicts employee engagement among Malaysian private university academic staff.

### **The Relationship between Psychological Capital and Employee Engagement**

According to [36], there was a positive correlation between psychological capital and employees' positive emotions which eventually influences their attitude of engagement. Researchers explain that psychological capital instigates in the individual's inner mind. Such cognition aids in improving vigour and absorption in the workplace, eventually contributing to higher work engagement [37]. [38] connoted that the components of psychological capital (i.e., resilience, hope, optimism and efficacy) are potential sources that fuel organisational commitment and employee attitude and behaviour. Their study also shows that psychological capital may indirectly affect job performances and be channelled through work engagement [38]. Researchers claim that engaged employees who show high psychological capital proactively shape their working environment to maximise job fit to elevate a gain cycle of resources [39]. Thus,

H3: Psychological capital positively predicts employee engagement among Malaysian private university academic staff.

### **The Mediating Role of Psychological Capital.**

A plethora of research suggests that psychological capital contributes to a favourable outcome in the workplace (i.e., organisational performance, organisational commitment, and organisational satisfaction) [38-40]. However, a research gap pertaining to the interfering influences of psychological capital between perceived organisational prestige and employee engagement was identified. Though, a few shreds of evidence show a hypothetical relationship could exist. Perceived organisational prestige influences employees' self-worth and builds a favourable response towards the organisation [41]. According to [42], a pessimistic perception of an organisation tends to cause emotional distress among the employees and eventually leads to detachment and turnover. Henceforth, building perceptions plays a role in perceived organisational prestige as the construct is cognitive [43].

Psychological capital and employee engagement were conceptualised as 'state-like' [44]. Past empirical results have proved that psychological capital acts as a protective factor against occupational stress with fatigue among physicians [45] and reduces turnover intention among police officers [46] and job burnout and job dissatisfaction among nurses [47]. [48] reveal that psychological capital may help perceive job demands in a positive light that eventually promotes well-being. Researchers found that constant accomplishments and achievements at work may also generate positive feelings. In turn, it builds a more confident, efficacious, and optimistic employee and increases engagement at work [49-50].

In that manner, engagement can be enhanced among the employees and further build personal resources. Researchers found that constant accomplishments and achievements at work may also generate positive feelings. In turn, it builds a more confident, efficacious, and optimistic employee and increases engagement at work [49-50]. The broaden and build theory dictates that these are the principles of a broadening process in which the experiences may have broadened their psychological capital. Hence, it leads to the hypothetical relationship where psychological capital may mediate the relationship between employee engagement and perceived organisational prestige. In pursuant to the above discussion, the proposed hypothesis is as follows:

H4: Psychological capital mediates the relationship between perceived organisational prestige and employee engagement among Malaysian private university academic staff.

## **3 Methodology**

### **3.1 Sampling and Procedure**

A-priori sample size calculators are able to generate the minimum sample size important to detect a specified effect depending on the complexity of the structural model. [51]. The researcher must input the size of the expected effect, the numbers of latent and observed variables in the model, the level of statistical power as well and

the anticipated probability in the generator. The data of the population in the seven strata were obtained via respective staff directories online. It was accumulated a total of 4098 academicians. Subsequently, in line with A-priori sample size calculator, it was recommended a minimum of 200 samples. A simple random sampling method was utilized via a random number generator before distributing the questionnaire to draw a sample from the list of academic staff from the selected universities. For data collection, the study uses self-administered questionnaires through online survey distribution software (i.e., Qualtrics). The survey link was distributed through the academic staff's work email as obtained through staff directories.

### 3.2 Statistical Analysis

A partial Least Squares-Structural Equation Modelling (PLS-SEM) Graphic was employed to address the inter-relationships among perceived organisational prestige and psychological capital towards employee engagement. SmartPLS version 4.0, developed by [52], was utilized to test the hypothesis. PLS-SEM is appropriate for the explanatory-predictive study nature [53], which aligns with the current study's nature. The software allows to build measurement models and structural models. Hence, the present study accessed psychometric properties (i.e., internal consistency reliability, factor loading, discriminant validity and convergent validity) via the measurement model. [54] offered a rule of thumb of  $> .70$  to indicate a minimum acceptable range for internal consistency. [55] recommended items scored  $< .60$  in factor loading should be removed. The cut-off value of AVE is  $.50$ , as proposed by [55]. As for discriminant validity, [56] suggested applying Heterotrait-Monotrait (HTMT). The recommended threshold is  $< .90$ . Moreover, the structural model examined the direct and indirect effects.

### 3.3 Research Measures

The survey questionnaires were designed into three divisions. Section A entails filter questions to indicate the name of private universities and three polar questions to filter their mental health, physical health, and COVID-19 diagnosis. Section B requires filling out participants' demographic data. Section C includes three variables' instruments. Perceived organisational prestige was evaluated using seven items adapted from [16]. The scale is evaluated on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Employee engagement was evaluated using 11 items adapted from [57]. Items were divided into three subscales which are cognitive, behavioural, and emotional. All items were evaluated on a 5-point Likert scale, where 1 (*strongly disagree*) and 5 (*strongly agree*). Psychological capital was evaluated using 12 items adapted by [36] and is rated on a 6-point Likert scale ranging from 1 (*totally disagree*) to 6 (*totally agree*). The scale measures four dimensions, namely (1) efficacy, (2) hope, (3) self-efficacy, and (4) optimism.

### 3.4 Demographic Statistics

A total of 217 academic staff were recruited with the age range of 29 to 60 ( $M = 40.83$ ,  $SD = 7.256$ ) that fulfilled the criteria. They were predominantly females ( $n = 124$ , 56.9%) than males ( $n = 94$ , 43.1%). For ethnicity, there were 38.5% Malays ( $n =$

84), 45.4% Chinese (n = 99), 11.9% Indians (n = 26) and 4.1% from minority groups (n = 9). As to years of teaching, 6.4% have been teaching less than 3 years (n = 14), 7.8% have been teaching less than 5 years (n = 17), 28.9% have been teaching less than 8 years (n = 63), and 56.9% has been teaching 10 or more than 10 years (n = 124). For educational level, 0.9% hold a bachelor’s degree (n = 2), 0.5% hold professional courses (n = 1), 41.3% hold a master’s degree (n = 90), and 57.3% hold a doctorate (n = 125). For the teaching field, 7.8% is accounted for medicine-related (n = 17), 1.4% teaches agroindustry related field (n=3), 13.3% teaches education and teaching (n = 29), 11.0% teaches pure science and technology (n = 24), 36.7% teaches social science (n = 80), 0.9% teaches law (n = 2), 0.5% teaches humanity related field (n=1), 15.6% teaches engineering (n = 34), 0.5% teaches fine art and applied arts (n = 1) and 12.4% teaches other fields (n = 27). As to positions, 4.1% are assistant lecturers (n = 9), 43.1% are lecturers (n = 94), 26.1% are senior lecturers (n = 57), 13.3% are associate professors (n = 29), 4.1% are professor (n = 9), 0.9% are senior professor (n = 2) and 8.3% holds other positions (n = 18). For monthly income, 10.6% reported earning less than RM 5000 (n = 23), 57.1% earned between RM 5001 to RM 8000 (n = 125), 20.6% earned between RM 8001 to RM 10000 (n = 45) and 11.5% earns more than RM 10000 (n = 25).

## 4 Results

### 4.1 The Measurement Model

The psychometric properties of the measurement model were analysed as presented in Table 1. All the quality criteria were met for the measurement model. The factor loading of each item falls within the acceptable range, which is more than .60, except POP6R, POP7R, PsyCap4, PsyCap8, and PsyCap9 were deleted through the scale refinement process due to the factor loadings being below the value of .60. The average variance extracted (AVE) of the latent construct ranges from .519 to .627. This indicates that the items used have satisfactory convergent validity. Generally, each latent construct shows no violation of composite reliability, convergent validity, and good discriminant validity with a value below the threshold of .90.

**Table 1.** Measurement Model

Latent variable	Item Code	Reliability			Validity	
		Indicator reliability	Internal Consistency Reliability		Convergent Validity	Discriminant Validity
		Factor Loading (> .50)	Cronbach’s Alpha ( $\alpha \geq .70$ )	CR ( $\geq .70$ )	AVE ( $\geq 0.50$ )	HTMT ( $\leq 0.90$ )
POP	POP1	.782	.852	.89 3	.627	Suitable
	POP2	.828				
	POP3R	.826				
	POP4	.800				
	POP5R	.717				

	POP6R	Dropped				
	POP7R	Dropped				
	Psycap1	.707				
	Psycap2	.669				
	Psycap3	.752				
	Psycap4	Dropped				
	Psycap5	.748				
	Psycap6	.780				
PSYCAP	Psycap7	.759	.883	.88	.519	Suitable
	Psycap8	Dropped				
	Psycap9	Dropped				
	Psycap10	.594				
	Psycap11	.694				
	Psycap12	.762				
	EES1	.608				
	EES2	.626				
	EES3	.717				
	EES4	.729				
	EES5	.811				
EES	EES6	.747	.907	.92	.520	Suitable
	EES7	.730				
	EES8	.727				
	EES9	.794				
	EES10	.714				
	EES11	.701				

Note. CR= Composite Reliability Deviation, AVE= Average Variance Extracted, POP= Perceived Organizational Prestige, PSYCAP= Psychological Capital, EES= Employee Engagement.

### 4.2 The Structural Model

Table 2 presents the results of hypothesis testing computed by a bootstrapping procedure. The results found a positive and significant relationship between perceived organisational prestige and psychological capital ( $\beta = .653, p = .000$ ). Thus, H1 was supported. Moreover, the results disclosed that perceived organisational prestige ( $\beta = .202, p = .002$ ) and psychological capital ( $\beta = .604, p = .000$ ) significantly positively influence employee engagement. Psychological capital is the most contributively to influencing employee engagement. Thus, H2 and H3 were supported.

Table 2. Hypothesis Testing

Hypothesis	Coefficient	T-value	P-value	Results
H1: POP → PSYCAP	.653	8.984	.000	Supported



H2: POP → EES	.202	2.933	.002	Supported
H3: PSYCAP → EES	.604	17.439	.000	Supported

*Note.* POP = Perceived Organisational Prestige, PSYCAP = Psychological Capital, EES = Employee Engagement

Table 3 displays the mediation result. Regarding the mediating effect of psychological capital, the indirect effect of perceived organisational prestige on employee engagement ( $\beta = .395, p = 0.000$ ) was statistically significant at  $p < .05$ ; thus, H4 was supported. Consequently, it shows that psychological capital serves as a significant partial mediator of perceived organisational prestige and employee engagement, as evidenced by significant direct and indirect effects.

**Table 3.** Mediation Result

Path	Direct Effect			Hypothesis	Indirect Effect		
	Coefficient	T-value	P-value		Coefficient	T-value	P-value
POP → EES	.202	2.933	.002	H4: POP → PSYCAP → EES	.395	7.412	.000

*Note.* POP = Perceived Organisational Prestige, PSYCAP = Psychological Capital, EES = Employee Engagement

## 5 Discussion

The current research has applied the broaden and build theory to examine the selected determining factors (i.e., perceived organisational prestige and psychological capital) towards employee engagement among academic staff in Malaysian private universities. It was found that perceived organisational prestige is a significant determinant of employee engagement. Empirical studies [31,33-34] reported that perceived organisational prestige positively predicts employee engagement. A positive perceived organisational prestige yields a presentiment of pride and confidence, leading them to invest more energy in their job role [34]. It was connoted that the ultimate goal for the employee to evaluate the organisation’s image is to attain superiority over the organisation’s membership. Such superiority increases their motivation to upsurge their obligation and engagement to acquire higher self-esteem from the organisation [31]. According to broaden and build theory, pride is also a distinct positive emotion; the experience of pride fuels achievement motivation and self-esteem that prompts individuals to envision future and more significant achievements [24]. Consequently, theory dictates that employees will begin to identify with their organisation to ensure the endurance of resources of prestige and pride provided by the organisation.

The study also found that perceived organisational prestige positively predicts psychological capital. The result is in line with past empirical results [27-29,41]. It was claimed that when employees started to believe the organisation’s prestige was low, the collective feelings of resilience, hope, efficacy, and optimism were also low. Prestige and image serve as a source of motivation [27]. This is because it contributes to their job satisfaction and positive attitudes through the gained sources of motivation [27,29]. Henceforth, in line with the broaden and built theory, perceived organisation-

al prestige acts as the broadening construct, which leads to an upward spiral of positive emotion [58]. Then, further build a personal resource, in which this case, it builds a higher psychological capital.

Furthermore, it was found that psychological capital is a significant determinant towards employee engagement. Similar results were also reported [37-39]. Researchers connoted that the components of psychological capital are potential sources that fuel organisational commitment and employee attitude and behaviour [38-39]. Based on broaden and built theory, positive emotional experiences drive people towards optimal organisational and individual functioning [58]. Thus, a higher psychological capital leads employees to be creative in maximizing job fit and proactively changes their working environment [39].

The finding also revealed that the significant mediating role of psychological capital in the relationship between perceived organisational prestige and employee engagement. As mentioned above, perceived organisational prestige influences employees' self-worth, and builds a favourable response towards the organisation [41]. In contrast, negative perception leads to discrepancy, which causes ambivalent identification. Employees reacted through cynicism and silence when employees made sense of the discrepant cues on their worth [41]. The above evidence [41] counteracts the broaden and built theory of the upward spiral of positive emotion. It may suggest that the negative emotions could spiral down further into self-destructive beliefs and behaviour. Consequently, Psychological capital may protect against the pernicious effect of negative perceived organisational prestige. Thus, instead of seeing complicated demands as hurdles, an engaged employee would treat them as challenges and embrace their job role [25]. The positive feelings generated by the cognitive evaluation are consistent with broaden and built theory, which broadens the employee's thought-action repository and acts as a reservoir for positive workplace reactions.

All things considered, the study is firmly grounded by the broaden and build theory which has captured the unique effects of positive emotions. It argues that positive emotions can trigger behavioural reactance tendencies. While, acquiring enduring personal resources through positive emotions buffers the transient and momentary emotional states [26]. Provided that perceived organisational prestige has proven to elicit positive emotion, the study is convinced it will extend broadening and building elements. The result is crucial to determine the effect of psychological capital on employee engagement to interpret the function of perceived organisational prestige in the face of incongruent beliefs towards the organisation.

## 6 Implication

This paper attempts to determine the unexplored nomological network underlying the relationship between perceived organisational prestige and employee engagement. The findings extend the broaden and build theory to the implication of employee engagement. The essence of this theory provides researchers with the broadening and building hypothesis that builds psychological resources and skills. It provides a theoretical foundation to explain how workplace perception leads to the developed personal resources and concurrent deployment of physical, cognitive and emotional processes that constitute employee engagement as conceptualised by [10] and [57]. The

findings may also help PHEIs retain their top talents, boost performances, and sustain PHEIs' financial economics to move towards the envisioned 'high-income knowledge-based economy.' Consequently, the current research develops and extends the previous models of employee engagement by considering the effects of perceived organisational prestige, and the mediating roles of psychological capital. Subsequently, it also responds to the recent calls for research on positioning the mechanism of employee engagement within the lexicon of psychological states among academic staff [21-23]. The findings also provide to the literature by comprehensively incorporating a moderated mediation model that may help to clarify psychological capital function to explain employee engagement.

Moreover, the present study's findings may bring empirical evidence and beneficial outcomes to Malaysian private universities. The findings provide valuable information for the administrator attempting to plan strategies to increase employee engagement of academic staff at all levels. By corroborating with empirical evidence, the findings may provide strong support and increase novel ideas for practitioners, working industries, and human resource managers to design better, more strategic-focused interventions to amend such issues and simultaneously boost employee engagement. This study provides insights into the career pursuits among academic staff in Malaysia. Hence, an appropriate policy could reform and make suitable strategies to promote the academic staff's welfare and the future youth that is about to partake in such a journey. The government may identify the economic and underlying psychological factors that led to employee disengagement and dysfunctional workplace behaviour. Therefore, such awareness could lead the government to reform appropriate policies to tackle such issues to improve the country's financial and educational health.

## 7 Limitation, Recommendation and Conclusion

The present research investigates the relationship between perceived organisational prestige towards employee engagement with the interfering influencers of psychological capital among academics of Malaysian private universities. The present model examines an unexplored relationship between employee engagement; therefore, the explanation of the mediating relationship may be limited and requires further investigation to obtain insightful knowledge to proceed. The current study only included academic staff from top prestigious private universities in Malaysia. It may also restrict a holistic understanding of the associations. Therefore, future researchers are recommended to adopt a comparative study to understand the vestigial mechanism of employee engagement. Finally, it is with great hope that the effort helps improve the quality of education, enhance our educator's well-being, and significantly impact the future of Malaysian private universities, policymakers, and researchers.

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