ISRG Journal of Multidisciplinary Studies (ISRGJMS)

Organizational Communication Practices in Mobilization Teams Supporting Data Entry Projects: A Qualitative Study at CV Karta Wijaya Putra

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Abstract

This study examines organizational communication practices within mobilization teams supporting data entry projects at CV Karta Wijaya Putra. The research aims to explore how communication structures, interaction patterns, and media use influence coordination and project effectiveness in a project-based organizational setting. A qualitative descriptive approach was employed to capture communication practices as they occur in daily operations. Data were collected through semi-structured interviews with project leaders, field coordinators, and team members, complemented by observations and document analysis. The findings reveal that organizational communication operates through a hybrid system that integrates formal hierarchical communication with informal, relational interactions. Formal communication provides role clarity, procedural control, and task legitimacy, which are essential for maintaining accuracy and consistency in data entry projects. However, excessive reliance on vertical communication can reduce responsiveness in time-sensitive situations. Informal communication plays a crucial role in facilitating rapid clarification, adaptive coordination, and trust-building among team members. The study also finds that instruction clarity and feedback mechanisms significantly affect task interpretation and performance, while digital communication tools enhance speed but introduce challenges related to message overload and prioritization. The study contributes to organizational communication and project management literature by providing empirical insights into how communication functions as both a structural and relational process within mobilization teams. Practically, the findings highlight the need for organizations to strengthen communication clarity, feedback systems, and digital communication norms to improve project coordination and performance.

Keywords: *communication practices, data entry projects, mobilization teams, organizational communication, project coordination*

INTRODUCTION

Organizational communication has become a central concern in contemporary project-based organizations due to its critical role in shaping coordination, task clarity, and collective performance outcomes (Agarwal et al., 2024). In environments characterized by temporary team structures and time-sensitive deliverables, communication functions as the primary mechanism through which organizational objectives are translated into operational actions (Söderlund & Geraldi, 2021). Recent studies emphasize that ineffective communication remains one of the most persistent causes of project delay, rework, and performance degradation across industries (Davis et al., 2024).

Project-oriented work increasingly relies on mobilization teams that are formed to support specific operational tasks, including data entry and information processing activities, which require precision, consistency, and coordination (Carvalho & Rabechini, 2023). Mobilization teams often operate under high workload pressure and fragmented workflows, making them particularly vulnerable to communication breakdowns (Qin et al., 2023). Research indicates that unclear task instructions and weak feedback mechanisms significantly increase error rates in data-intensive projects (Liu et al., 2023).

Organizational communication within mobilization teams plays a strategic role in aligning individual actions with project timelines and quality standards (Turner et al., 2021). Communication practices shape how information flows vertically from project leaders to operational teams and horizontally among team members performing interdependent tasks (Rehan et all., 2024). Studies show that structured communication routines contribute to improved coordination and reduced ambiguity in task execution (Holubčík et al., 2025).

Leadership communication is particularly influential in project-based teams, as leaders act as central nodes in information dissemination and sense-making processes effective leadership communication enhances trust, psychological safety, and shared understanding among team members, which are essential for maintaining productivity in temporary organizational settings (De Clercq et al., 2022). Conversely, inconsistent or delayed communication from leadership often results in confusion and reduced team cohesion (Mayfield & Mayfield, 2020).

In data entry projects, communication effectiveness directly affects data accuracy, workflow continuity, and deadline compliance (Nguyen et al., 2024). These projects require continuous coordination between field teams, supervisors, and administrative units to ensure that collected data meets predefined standards (Puranam et al., 2021). Empirical findings suggest that communication failures in such contexts often stem from misaligned expectations and insufficient clarification of task responsibilities (Reinsch & Gardner, 2021).

Digital communication technologies have transformed how mobilization teams coordinate their activities, enabling faster information exchange and real-time updates (Xirong et all., 2021). While digital platforms enhance connectivity, they also introduce challenges such as information overload and fragmented attention, which can undermine message clarity (O'Rourke & Smith, 2022). Research highlights that without clear communication protocols, digital tools may amplify misunderstandings rather than resolve them (Nguyen et al., 2024).

Organizational culture further moderates the relationship between communication practices and team performance in project settings (Eisenberg et al., 2023). Cultures that encourage open dialogue and feedback foster greater participation and accountability among team members (Tenzer & Yang, 2023). Conversely, hierarchical or rigid communication cultures often suppress upward communication, limiting problem identification and timely corrective actions (Braxton et al., 2021).

Small and medium-sized enterprises face unique communication challenges due to limited resources and informal organizational structures (Carvalho & Rabechini, 2023). In such organizations, mobilization teams frequently rely on informal communication channels that may lack consistency and documentation (Zulch, 2020). Studies indicate that while informal communication can enhance flexibility, it also increases the risk of message distortion and accountability gaps (Zhu et all., 2021).

Recent organizational communication research emphasizes the importance of integrating formal and informal communication practices to support project execution effectively (Agarwal et al., 2024). Balanced communication systems enable teams to maintain procedural clarity while remaining adaptable to situational demands (Qin et al., 2023). These systems are particularly relevant for data entry projects, where operational precision must coexist with dynamic field conditions (Liu et al., 2023).

The contribution of communication competence to organizational effectiveness has also been highlighted in leadership and management studies (Lestari et all., 2025). Lestari (2025) argues that leadership communication directly influences how organizational members interpret instructions, prioritize tasks, and coordinate collective efforts. This perspective reinforces the need to examine communication practices as both structural and relational processes within organizations (Lu et all., 2022).

Despite growing scholarly attention, empirical studies focusing specifically on communication practices within mobilization teams supporting data entry projects remain limited (Liu et al., 2024). Most existing research concentrates on large-scale project teams or virtual knowledge workers, leaving operational mobilization contexts underexplored (Puranam et al., 2021). This gap underscores the importance of qualitative investigations that capture lived communication experiences in real organizational settings (Eisenberg et al., 2023).

Understanding how organizational communication is enacted in mobilization teams can provide valuable insights into improving coordination, reducing errors, and enhancing project performance (Turner et al., 2021). Examining communication practices at CV Karta Wijaya Putra offers an opportunity to contribute context-specific knowledge to the broader discourse on project-based organizational communication (Holubčík et al., 2025). This study therefore seeks to analyze organizational communication practices within mobilization teams supporting data entry projects to enrich both theoretical understanding and practical application (Agarwal et al., 2024).

METHOD
Research Design and Approach

This study employs a qualitative research approach with a descriptive design to explore organizational communication practices within mobilization teams supporting data entry projects at CV Karta Wijaya Putra. A qualitative approach is considered

appropriate because it enables an in-depth understanding of communication processes as socially constructed practices that emerge through daily interactions among organizational members (Creswell & Poth, 2021). Qualitative research allows researchers to capture meanings, interpretations, and contextual factors that cannot be adequately examined through quantitative measurement alone (Tracy, 2020).

The research adopts a qualitative descriptive design aimed at systematically describing communication practices as they naturally occur within a specific organizational context. Descriptive qualitative research focuses on providing a rich and accurate account of phenomena without imposing predetermined theoretical models, making it suitable for examining organizational communication in operational project settings (Kim et al., 2023). This design enables the researcher to identify patterns of information flow, coordination mechanisms, and communication challenges experienced by mobilization teams during the execution of data entry projects.

The study was conducted at CV Karta Wijaya Putra, a company engaged in data management and data entry services that operates through project-based mobilization teams. These teams are responsible for coordinating field activities, managing task distribution, and ensuring data accuracy and timeliness across project phases. The organizational context provides a relevant setting to examine how communication practices support or hinder project implementation in small and medium-sized enterprises operating under resource constraints (Kim et al., 2023).

Participants were selected using purposive sampling, which allows the researcher to intentionally choose informants who possess direct experience and knowledge related to the phenomenon under investigation (Creswell & Poth, 2021). Informants included project leaders, field coordinators, and mobilization team members who were directly involved in data entry projects. This sampling strategy ensured that data were collected from multiple organizational levels, enabling a comprehensive understanding of both vertical and horizontal communication processes within the organization (Tracy, 2020).

Data Collection and Analysis Procedure

Data were collected through multiple qualitative techniques to enhance depth and credibility. First, semi-structured interviews were conducted to explore participants' perceptions, experiences, and interpretations of organizational communication practices within mobilization teams. Semi-structured interviews allow flexibility while maintaining alignment with research objectives, making them effective for examining complex communication phenomena (Tracy, 2020). Second, non-participant observations were conducted to capture real-time communication interactions during project coordination meetings, briefings, and daily operational activities. Observation enables the researcher to examine how communication practices are enacted beyond verbal accounts, including informal interactions and non-verbal cues (Kim et al., 2023).

Third, document analysis was performed on organizational artifacts such as standard operating procedures, project reports, communication guidelines, and internal messages. Document analysis provides contextual and historical insight into formal communication structures and complements interview and observational data (Creswell & Poth, 2021). Data analysis followed an iterative and inductive process. Interview transcripts, observation notes, and documents were coded and analyzed thematically to identify recurring patterns and meanings related to organizational communication practices.

The analysis involved data condensation, data display, and conclusion drawing, allowing the researcher to move systematically from raw data to interpretive findings (Miles et al., 2020). Themes were developed by comparing communication practices across roles and project stages to understand how coordination and information flow were maintained within mobilization teams.

RESULTS AND DISCUSSION

This section presents and discusses the empirical findings derived from interviews, observations, and document analysis. The discussion integrates field evidence with organizational communication theory to explain how communication practices shape coordination and performance within mobilization teams supporting data entry projects at CV Karta Wijaya Putra.

The findings show that organizational communication within mobilization teams is predominantly structured through a vertical hierarchical flow. Task instructions are typically communicated from the project leader to the field coordinator and then disseminated to team members. This structure provides clarity of authority and ensures that tasks are executed in accordance with project standards, which is essential in data entry projects that require accuracy and procedural consistency.

This pattern was clearly articulated by a team member who stated, *"Most instructions come from the project leader to the coordinator first, and then to us. We usually wait for confirmation before starting any task"* (Informant 1 – Team Member).

This statement indicates that formal communication channels function as a mechanism of control and legitimacy before task execution. However, the findings also reveal limitations associated with this structure. When coordinators are unavailable or overloaded, information flow becomes delayed.

As one informant noted, *"If the coordinator is busy or unavailable, we sometimes have to wait, even when the task is urgent"* (Informant 2 – Team Member).

This finding supports organizational communication theory that warns against excessive centralization, which can reduce responsiveness in dynamic project environments. Horizontal communication among team members emerged as a complementary channel that mitigates these delays. Informal peer interactions enabled faster clarification and problem-solving, indicating that effective coordination relied on the coexistence of formal hierarchy and informal interaction.

Instruction clarity was identified as a critical determinant of task effectiveness. Although instructions were routinely delivered, informants reported that details were sometimes insufficient, leading to varied interpretations and repeated work.

A field coordinator explained, *"Sometimes the instructions are not very detailed, so we interpret them differently, and later we are asked to revise the data"* (Informant 3 – Field Coordinator).

The absence of structured confirmation mechanisms further amplified this issue. Team members often assumed shared understanding without verification. As one informant admitted, *"We rarely repeat the instructions to confirm. We usually assume*

everyone understands the same thing" (Informant 1 – Team Member).

From a theoretical perspective, this reflects a communication process that prioritizes message transmission over shared meaning construction. In data entry projects, where small misinterpretations can affect data quality, the lack of confirmation loops increases the risk of inefficiency and error.

Feedback practices within mobilization teams were present but largely informal and situational. Feedback was commonly delivered during morning briefings or through messaging platforms without a standardized format. A project coordinator stated, *"Feedback is usually given during morning briefings or in the chat group, but there is no fixed format"* (Informant 4 – Project Coordinator).

Several informants perceived feedback as corrective rather than preventive. One team member remarked, *"Feedback often comes after a mistake happens, not before"* (Informant 2 – Team Member). This pattern suggests that feedback functioned reactively, limiting its role in anticipatory coordination.

Theoretically, feedback is central to two-way communication and organizational learning. The findings indicate that while feedback existed, its lack of structure constrained its potential to enhance proactive coordination and continuous improvement. Digital communication tools played a central role in daily coordination. Instant messaging platforms enabled rapid information exchange and real-time updates, particularly during field operations. A project leader emphasized, *"The WhatsApp group is very helpful because we can respond quickly when something changes in the field"* (Informant 5 – Project Leader).

Despite these benefits, digital communication also generated challenges related to message overload and prioritization. A coordinator explained, *"Sometimes there are too many messages at the same time, and it is hard to know which instruction should be prioritized"* (Informant 3 – Field Coordinator).

This finding reflects the dual nature of communication technology. While it enhances speed and connectivity, it can also increase cognitive load if not supported by clear communication norms. The results suggest that technology effectiveness depends on organizational rules governing message clarity and prioritization.

Informal communication emerged as a key factor in maintaining team cohesion and operational continuity. Direct interpersonal interaction enabled faster resolution of issues and strengthened trust among team members. One informant stated, *"When we talk directly to each other, problems are usually solved faster"* (Informant 1 – Team Member).

Informal communication also contributed to relational bonding. A coordinator observed, *"Because we work closely every day, informal communication helps us understand each other better"* (Informant 4 – Project Coordinator).

These findings align with relational communication theory, which emphasizes trust and mutual understanding as foundations of effective teamwork.

Formal communication	Informal communication
Rigid	Flexible
Follows vertical hierarchies	Flows freely between different levels
Emphasies status and authority	Focuses on free exchange of information
Communication is always documented	Communication is rarely documented
Planned and deliberate	Spontaneous
Rule-based and adheres to standards	Free-flowing
Standards	Social orientation
Task oriented	Standards

Figure 1. Formal and informal communication in organizational

Figure 1 illustrates the fundamental distinctions between formal and informal communication within organizational settings. Formal communication is characterized by its rigid structure, adherence to vertical hierarchies, and strong emphasis on status, authority, and standardized procedures. Communication in this mode is typically planned, deliberate, rule-based, and consistently documented, ensuring accountability and clarity in task execution. As a result, formal communication is primarily task-oriented and designed to maintain control, consistency, and compliance with organizational standards.

In contrast, informal communication is depicted as flexible and free-flowing, allowing information to move across different organizational levels without strict hierarchical constraints. This mode emphasizes spontaneous interaction and the free exchange of information, often driven by social orientation rather than formal authority. Informal communication is rarely documented and emerges organically through daily interactions, enabling rapid problem-solving and relational bonding among organizational members. Although less structured, informal communication supports adaptability and responsiveness, particularly in dynamic work environments where immediate coordination is required.

The juxtaposition presented in this figure highlights that formal and informal communication are not opposing mechanisms but complementary processes within organizations. While formal communication provides structure, legitimacy, and procedural clarity, informal communication facilitates flexibility, trust-building, and real-time coordination. Understanding the interplay between these two forms of communication is essential for analyzing how mobilization teams balance control and adaptability in supporting data entry projects.

The distinctions between formal and informal communication illustrated in Figure 1 provide an analytical foundation for understanding how communication practices are enacted in mobilization teams. Rather than operating in isolation, both forms of communication interact dynamically within daily project activities, shaping how instructions are delivered, interpreted, and adjusted in response to operational demands. This interplay is particularly evident in project-based environments, where procedural clarity must coexist with flexibility to address situational challenges.

Building on this conceptual distinction, the empirical findings of this study demonstrate that mobilization teams at CV Karta Wijaya Putra rely on a hybrid communication system that integrates formal hierarchical structures with informal, relational interactions. Formal communication ensures task legitimacy, role clarity, and

compliance with project standards, while informal communication enables rapid clarification, adaptive coordination, and trust-building among team members. The effectiveness of organizational communication in this context therefore depends on how well these two modes are balanced and aligned.

To synthesize the key empirical patterns identified across interviews, observations, and document analysis, the main findings are summarized in Table 3. The table presents a thematic overview of communication practices, corresponding empirical evidence, and their analytical implications for project coordination and performance.

Table 1. Summary of Key Findings on Organizational Communication Practices.

Communication Dimension	Dominant Practice	Empirical Evidence	Analytical Implication
Communication structure	Predominantly formal and vertical	Instructions delivered through hierarchical channels	Ensures control but limits responsiveness
Instruction clarity	Partially structured	Inconsistent detail and interpretation	Weak shared understanding
Feedback mechanisms	Informal and reactive	Feedback given after errors occur	Limited preventive coordination
Digital communication	Intensive use of messaging platforms	Fast information exchange with message overload	Requires clear communication norms
Informal interaction	Trust-based and spontaneous	Peer-to-peer clarification and support	Strengthens cohesion and adaptability

This summary highlights that organizational communication within mobilization teams is not solely defined by formal structures or informal interactions, but by the interaction between both. The following subsection elaborates on how these integrated communication practices collectively shape project effectiveness and inform broader theoretical and practical implications.

CONCLUSION

This study examined organizational communication practices within mobilization teams supporting data entry projects at CV Karta Wijaya Putra using a qualitative approach. The findings demonstrate that communication plays a central role in shaping coordination, task execution, and overall project effectiveness. Organizational communication in this context operates through a hybrid system that integrates formal hierarchical structures with informal, relational interactions, enabling teams to balance procedural control with operational flexibility.

The results show that formal communication channels provide legitimacy, role clarity, and standardization, which are essential for maintaining accuracy and consistency in data entry projects. However, an overreliance on vertical communication can constrain responsiveness, particularly in time-sensitive situations where rapid clarification is required. Informal communication complements formal structures by facilitating peer-to-peer coordination, real-time problem-solving, and trust-building among team members. This interaction between formal and informal communication underscores that effective project communication is not determined by a single mode, but by the alignment and integration of multiple communication practices.

The study also reveals that instruction clarity and feedback mechanisms significantly influence project performance. While instructions are routinely communicated, the absence of systematic confirmation and feedback processes limits the development of shared understanding. Feedback practices tend to be reactive rather than preventive, reducing their potential to support anticipatory coordination and continuous improvement. These findings highlight the importance of two-way communication processes that emphasize verification, reflection, and mutual interpretation.

Furthermore, the intensive use of digital communication tools enhances the speed of information exchange but introduces challenges related to message overload and prioritization. Without clear communication norms, digital platforms may amplify ambiguity rather than resolve it. This finding emphasizes that communication technology must be supported by organizational guidelines to ensure clarity, coherence, and effective coordination.

From a theoretical perspective, this study contributes to organizational communication literature by providing empirical evidence on how communication functions as both a structural and relational process in project-based mobilization teams. The findings reinforce the view that communication effectiveness emerges from the dynamic interaction between formal systems, informal practices, and technological mediation. By situating these dynamics within a real-world operational context, this study extends existing theories of project communication to small and medium-sized enterprises engaged in data-intensive projects.

Practically, the findings suggest that organizations should strengthen communication practices by clarifying task instructions, institutionalizing feedback loops, and establishing clear norms for digital communication. Managers and project leaders are encouraged to foster communication environments that promote confirmation, openness, and trust, while maintaining necessary procedural controls. Such improvements can enhance coordination, reduce errors, and improve overall project performance.

Despite its contributions, this study is limited by its focus on a single organizational context, which may restrict the generalizability of the findings. Future research could expand the scope by examining communication practices across multiple organizations or by adopting comparative or mixed-method approaches. Further studies may also explore the integration of digital project management tools and their impact on communication effectiveness and team coordination.

In conclusion, effective organizational communication is a critical determinant of project success in mobilization teams supporting data entry projects. By understanding how communication practices are enacted and integrated in daily operations, organizations can develop more adaptive, coherent, and resilient communication systems that support both efficiency and collaboration in project-based work environments.

ACKNOWLEDGMENT

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