

Causal Psychosocial Relationship Model of Digital Communication Behaviour Influencing Conflict Reduction in Public Limited Companies

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The increasing adoption of digital technologies has transformed organisational communication, improving coordination and information exchange while simultaneously creating challenges such as communication ambiguity, reduced interpersonal trust, and workplace conflict. Despite extensive research on psychosocial factors, digital communication behaviour, and organisational conflict reduction, limited evidence exists regarding the causal mechanisms linking these

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constructs in public limited companies. Therefore, this study aimed to develop and validate a causal model examining the influence of psychosocial factors on organisational conflict reduction through digital communication behaviour. A quantitative cross-sectional survey was conducted using data collected from 880 managers and operational employees working in public limited companies. Data were gathered through a six-point Likert-scale questionnaire. Confirmatory Factor Analysis was employed to assess construct validity and reliability, while Structural Equation Modelling was used to examine the proposed causal relationships. The results demonstrated that the proposed model achieved an excellent fit with the empirical data ($\chi^2 = 97.63$, Comparative Fit Index = 0.98, Goodness-of-Fit Index = 0.98, Adjusted Goodness-of-Fit Index = 0.97, Tucker–Lewis Index = 0.97, and Root Mean Square Error of Approximation = 0.06). Standardised factor loadings ranged from 0.70 to 0.82, Composite Reliability values from 0.79 to 0.83, and Average Variance Extracted values from 0.54 to 0.65, confirming satisfactory reliability and construct validity. Psychosocial factors positively influenced digital communication behaviour ($\beta = 0.74$, $p < .01$) and organisational conflict reduction ($\beta = 0.60$, $p < .01$), while digital communication behaviour also had a significant positive effect on organisational conflict reduction ($\beta = 0.48$, $p < .01$). Furthermore, digital communication behaviour significantly mediated the relationship between psychosocial factors and organisational conflict reduction. The model explained 55% of the variance in digital communication behaviour and 68% of the variance in organisational conflict reduction. The findings indicate that psychosocial factors are strategic organisational resources that strengthen digital communication behaviour, thereby reducing workplace conflict and enhancing collaboration. The study extends the integration of Job Demands–Resources Theory, Social Exchange Theory, and Media Richness Theory, while providing practical implications for human resource development, internal communication systems, and sustainable organisational management in the digital era.

Keywords: Psychosocial Factors; Digital Communication Behaviour; Organizational Conflict Reduction; Causal Relationships; Public Limited Companies

Introduction

Amid digital transformation and the expanding digital economy, organisations are experiencing substantial structural changes that reshape work practices, communication, and human resource management. Digital technologies have become the primary means of coordination, information exchange, and decision-making, with digital communication increasingly replacing face-to-face interaction across workplaces (Leonardi, 2020; Vial, 2019). Although these developments improve efficiency, flexibility, and operational speed, they also create challenges related to communication quality, information interpretation, and interpersonal relationship management. These issues align with the United Nations Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth), which promotes productive and supportive workplaces, and Goal 16 (Peace, Justice and Strong Institutions), which advocates effective institutions capable of

constructive conflict management. Accordingly, strengthening internal communication systems and employees' psychosocial resources has become essential for supporting collaboration and sustainable organisational performance in digitally enabled workplaces.

Recent scholarship consistently identifies organisational conflict as a significant determinant of employee performance, workplace engagement, interpersonal trust, and overall organisational effectiveness (de Dreu & Gelfand, 2007; Rahim, 2023). The prevalence of this issue is especially evident in workplaces where communication is conducted primarily through digital technologies. Compared with conventional face-to-face interactions, digitally mediated communication is more susceptible to message misinterpretation, diminished emotional expression, and the absence of non-verbal cues, thereby increasing the likelihood of misunderstanding, reduced trust, and interpersonal conflict (Carlson & Zmud, 1999; Faraj et al., 2011). These observations indicate that successful communication in digitally connected workplaces extends beyond the technological medium itself and is strongly influenced by employees' psychological and social characteristics, which shape how workplace information is perceived, interpreted, and translated into behavioural responses.

Over recent years, psychosocial resources have increasingly been recognised as strategic organisational assets that facilitate positive workplace outcomes. Factors including emotional intelligence, psychological safety, organisational trust, commitment, and the capacity to adapt to digital technologies have consistently been associated with stronger collaboration, constructive work behaviours, and improved conflict management capabilities (Bakker & Demerouti, 2017; Edmondson & Bransby, 2023; Newman et al., 2017). Concurrently, Digital Communication Behaviour (DCB) has emerged as a critical behavioural mechanism connecting these internal employee resources with organisational performance. DCB encompasses several dimensions, including communication clarity, timely responsiveness, appropriate channel selection, adherence to digital communication etiquette, and transparent information exchange (Daft & Lengel, 1986; Leonardi, 2020).

Although substantial research has investigated psychosocial factors, DCB, and organisational conflict management, existing evidence has predominantly examined these constructs independently or through simple pairwise relationships. Consequently, limited understanding exists regarding the causal pathways through which psychosocial resources contribute to organisational conflict reduction via DCB. This theoretical limitation is particularly relevant within public limited companies, where extensive organisational structures, complex governance systems, sizeable workforces, and continuous cross-functional coordination

intensify communication challenges. Moreover, organisational behaviour and digital communication research has given relatively little attention to integrating the Job Demands–Resources Theory (JD-R Theory), Social Exchange Theory (SET), and Media Richness Theory (MRT) within a single explanatory framework capable of accounting for the interactions among these variables.

To address these limitations, the present study develops and empirically validates a causal psychosocial model explaining how DCB contributes to organisational conflict reduction in public limited companies. The proposed framework integrates JD-R Theory (Bakker & Demerouti, 2014), SET (Cook et al., 2013), and MRT (Trevino et al., 1987) to explain how psychosocial resources function as personal and social antecedents that strengthen DCB, while positioning DCB as the behavioural mechanism through which organisational conflict is mitigated. By advancing an integrated theoretical perspective, this research contributes to the literature on organisational behaviour, digital communication, and conflict management. In addition, it provides practical guidance for organisational leaders by informing the development of internal communication systems, strengthening employee capabilities, and fostering collaborative, sustainable work environments capable of supporting long-term organisational effectiveness.

Literature Review

The emergence of the digital era has accelerated organisational digital transformation, fundamentally reshaping organisational structures, work practices, communication systems, and human resource management worldwide. Rather than functioning solely as operational support tools, digital technologies have evolved into the principal infrastructure through which organisational interaction, knowledge sharing, and decision-making are conducted (Leonardi, 2020; Vial, 2019). Consequently, organisations' capacity to manage communication processes and interpersonal relationships has become a decisive factor influencing operational performance, organisational adaptability, and long-term sustainability. Despite eliminating many temporal and geographical constraints, the growing dependence on digitally mediated communication has introduced challenges affecting the quality of workplace interaction. Reduced socio-emotional cues, ambiguous information, and inconsistent interpretation of messages between communicators frequently contribute to misunderstanding, diminished trust, and workplace conflict (Carlson & Zmud, 1999). Such communication deficiencies ultimately undermine collaboration, coordination, and organisational effectiveness (Faraj et al., 2011; Leonardi, 2020).

Evidence from organisational behaviour and conflict management research indicates that organisational conflict extends beyond simple differences in viewpoints or interests. Instead, it emerges from the dynamic interaction of individual characteristics, social influences, and organisational communication processes (De Dreu & Gelfand, 2008; Rahim, 2023). This issue becomes increasingly significant within digitally enabled workplaces, where communication relies predominantly on electronic platforms. Under such conditions, employees' ability to regulate emotions, cultivate trust, adjust to technological change, and sustain productive working relationships plays a pivotal role in determining communication effectiveness and successful conflict management (Bakker & Demerouti, 2017; Edmondson, 2018). Conversely, insufficient psychosocial resources increase the likelihood that digital communication will intensify interpersonal tension, divergent perceptions, and workplace conflict (Faraj et al., 2011).

From the perspective of the Job Demands–Resources Theory (JD-R Theory), psychosocial factors represent both personal and social resources that enable employees to manage workplace demands while adapting effectively to increasingly complex organisational environments (Bakker & Demerouti, 2017). Previous empirical evidence consistently demonstrates that emotional intelligence, psychological safety, organisational trust, organisational commitment, and the capacity to adapt to digital technologies contribute significantly to constructive workplace behaviour, stronger collaboration, and lower levels of conflict-related behaviour (Edmondson, 2018; Newman et al., 2017).

At the same time, DCB has gained recognition as an important behavioural indicator reflecting interaction quality within digitally connected organisations. This construct incorporates behaviours such as producing clear messages, responding promptly, selecting appropriate communication channels, observing digital communication etiquette, and encouraging transparent information sharing (Daft & Lengel, 1986; Leonardi, 2020). Effective execution of these behaviours strengthens trust, improves collaboration, and enhances coordination among organisational members, thereby supporting conflict reduction within complex organisational settings (Faraj et al., 2011).

Although existing studies acknowledge the influence of psychosocial factors and DCB on organisational outcomes, several notable research gaps remain. First, prior investigations have largely concentrated on identifying direct associations among variables while giving limited attention to the causal processes underlying those relationships. Second, research concerning DCB has primarily examined outcomes such as employee engagement, job performance, and job satisfaction, whereas its contribution to organisational conflict reduction remains comparatively

underexplored. This limitation is especially apparent within public limited companies, whose extensive organisational structures and sophisticated communication systems present distinctive managerial challenges. Third, the combined application of the JD-R Theory, SET, and MRT has rarely been employed to provide a comprehensive explanation of the structural relationships connecting psychosocial resources, DCB, and organisational conflict reduction.

To address these theoretical shortcomings, the present study proposes an integrated conceptual framework grounded in the JD-R Theory, SET, and MRT. The framework explains psychosocial factors as foundational organisational resources that strengthen effective DCB, while positioning DCB as the behavioural pathway through which these resources contribute to organisational conflict reduction (Hu & Du, 2023). The anticipated outcomes include lower levels of interpersonal and task-related conflict, more constructive conflict management practices, stronger collaboration, and the development of harmonious workplace environments. Collectively, these outcomes represent essential conditions for sustaining organisational effectiveness and long-term competitiveness in the digital era. The theoretical foundations are presented below.

Psychosocial factors constitute a central concept within organisational behaviour, industrial and organisational psychology, and human resource management (Luthans et al., 2020). They encompass a combination of psychological and social resources generated through continuous interaction between employees and their work environment, influencing cognitive evaluation, situational judgement, decision-making, and work-related behaviour (Bakker & Demerouti, 2017). Within the Job Demands–Resources (JD-R) Theory, these factors are conceptualised as personal and social resources that strengthen employees' capacity to manage job demands, alleviate the adverse consequences of occupational stress, and encourage positive workplace behaviours (Newman et al., 2017).

Within contemporary digital workplaces, where communication, coordination, and decision-making increasingly occur through online technologies, employees' psychosocial preparedness has become indispensable. Compared with face-to-face communication, digitally mediated interaction provides fewer emotional signals and social cues, requiring individuals to depend more heavily on internal psychological resources to interpret messages accurately, regulate emotional responses, and preserve productive workplace relationships (Leonardi, 2020). Drawing upon the relevant theoretical foundations and empirical literature, this study conceptualises psychosocial factors as comprising five interrelated dimensions: emotional intelligence, psychological safety, digital adaptability, organisational trust, and organisational commitment.

1. Emotional Intelligence (EI) refers to the ability to recognise, understand, regulate, and utilise one's own emotions and those of others to support effective judgement, decision-making, and interpersonal relationships (Drigas & Papoutsis, 2020). Under JD-R Theory, EI is a personal resource that enables employees to cope with job demands and manage work-related stress. In digital workplaces, where non-verbal cues are limited, employees with high EI interpret ambiguous messages more accurately, regulate emotional responses, and resolve disagreements constructively, thereby reducing workplace conflict (Kakarla, 2025).
2. Psychological Safety (PS) is the shared belief that employees can express ideas, ask questions, and admit mistakes without fear of negative personal or professional consequences (Edmondson, 2018). As a key condition for learning, innovation, and collaboration, PS is particularly important in digital environments where communication uncertainty may discourage participation. High PS encourages open communication, knowledge sharing, and collaborative problem-solving, thereby reducing misunderstandings and organisational conflict (Tjosvold et al., 2014).
3. Digital Adaptability (DA) refers to employees' ability and willingness to learn and effectively apply emerging digital technologies (He et al., 2023). Reflecting cognitive flexibility and readiness for change, DA helps reduce technostress, improve communication, and strengthen collaboration (Zhang, 2026). Conversely, differences in digital competence may create coordination difficulties and task-related conflict, making DA essential for effective digital communication.
4. Organisational Trust (OT) denotes employees' confidence in the integrity, fairness, and goodwill of their organisation and leaders (Rahman et al., 2021). From the perspective of SET, trust underpins reciprocal relationships and cooperative behaviour. In digital workplaces, OT reduces uncertainty associated with technology-mediated communication, encourages constructive interpretation of communication errors, and strengthens collaboration while reducing conflict (Zhong et al., 2024).
5. Organisational Commitment (OC) represents employees' psychological attachment to their organisation, reflected in their identification with organisational goals, sense of belonging, and intention to remain organisational members (Meyer & Allen, 1997). According to SET, OC develops through positive reciprocal relationships and promotes cooperation, responsibility, and constructive communication (Ouyang & Zhang, 2024). Employees with stronger OC are more likely to adopt collaborative conflict-

management approaches, thereby supporting long-term workplace relationships and reducing organisational conflict.

Collectively, these psychosocial factors constitute strategic organisational resources that shape communication quality and interpersonal relationships within digitally enabled organisations. Rather than operating independently, the five dimensions function synergistically to strengthen employees' psychological preparedness, adaptability, and collaborative capacity, ultimately encouraging more effective DCB and facilitating sustainable organisational conflict reduction. DCB refers to employees' patterns of sending, receiving, and exchanging information through digital technologies while coordinating work, performing organisational tasks, and interacting with colleagues. Beyond reflecting technical competence, DCB represents the overall quality of workplace communication, employees' capacity to manage interpersonal relationships, and their ability to develop shared understanding within increasingly complex organisational environments (Leonardi, 2020). In digitally transformed organisations, DCB is widely recognised as the central behavioural mechanism through which employees' psychosocial resources influence important organisational outcomes, including performance, collaboration, and conflict reduction (Faraj et al., 2011).

From the perspective of MRT, communication effectiveness is determined by the extent to which communicators select media that appropriately correspond to the complexity and ambiguity of the information being conveyed (Daft & Lengel, 1986). Likewise, Social Information Processing Theory argues that meaningful interpersonal relationships and shared understanding can develop through digitally mediated interactions when communication behaviours remain appropriate, consistent, and sustained over time (Walther, 1992). Accordingly, DCB extends beyond the simple exchange of information. It represents a social interaction process that facilitates trust development, minimises perceptual inconsistencies, and supports the effective management of organisational conflict. In the present study, DCB is conceptualised as comprising five interrelated dimensions.

1. Communication Clarity (CC) refers to employees' ability to convey information through digital platforms in a manner that is precise, coherent, and free from ambiguity. This capability constitutes a fundamental element of effective communication, particularly within environments where non-verbal signals are largely absent (Shikusinde & Shimaneni, 2025). Because recipients of digital messages depend primarily on written content to infer meaning and intention, ambiguous communication frequently becomes a source of misunderstanding and task-related disagreement. Previous research demonstrates that greater communication clarity lowers coordination

costs, decreases unnecessary information duplication, and improves the efficiency of collective decision-making processes (Kang et al., 2025). In addition, clearly communicated messages establish common expectations among team members, thereby reducing conflicts arising from inconsistent interpretations.

2. Communication Responsiveness (CR) represents the promptness with which employees acknowledge and respond to digital communications, reflecting attentiveness, accountability, and readiness to engage with colleagues. Within virtual work environments, perceptions of colleagues' availability and involvement are often formed through the continuity and timeliness of responses. From a theoretical perspective, prompt communication reduces uncertainty surrounding work tasks while reinforcing interpersonal trust because timely feedback enables employees to evaluate situations, organise subsequent activities, and make better-informed decisions (Srivastava, 2025). Nevertheless, expectations regarding responsiveness should remain balanced through appropriate communication norms to prevent excessive pressure, digital fatigue, and employee burnout.
3. Channel Appropriateness (CA) refers to the capability to select communication media that correspond effectively with the complexity of the message, the nature of the information, and the intended communication objective (Daft & Lengel, 1986). MRT suggests that richer communication channels, including video conferencing and face-to-face interaction, are better suited to situations characterised by uncertainty or complexity, whereas leaner media, such as email or other text-based platforms, are more appropriate for routine, structured, and factual communication. Selecting an unsuitable communication channel may increase message distortion, employee dissatisfaction, and interpersonal disagreement (Nabil Abdelnaeim Mohamed, 2023). Conversely, choosing media that align with communication requirements enhances message accuracy, reduces information loss, and strengthens coordination across organisational units.
4. Digital Communication Etiquette (DCE) encompasses the accepted social norms governing respectful, courteous, and professional communication within digital environments (AlGhamdi, 2023). These norms include appropriate language use, emotional self-regulation, respect for privacy, and awareness of how messages may influence recipients. In organisations characterised by diversity in culture, age, and professional experience, adherence to DCE contributes substantially to creating a psychologically safe and constructive communication climate (Taltynov & Mitina, 2023). Observing these

behavioural standards reduces negative interpersonal perceptions, limits unnecessary conflict, and strengthens psychological safety throughout the organisation.

5. Open Information Sharing (OIS) refers to employees' willingness to exchange work-related information, knowledge, and organisational resources transparently through digital communication networks (Mesmer-Magnus & DeChurch, 2009). Rooted in Knowledge Management Theory, this behaviour is regarded as a fundamental mechanism for developing organisational intellectual capital and strengthening collaborative capability. Contemporary studies indicate that transparent information sharing reduces information silos, improves operational transparency, and reinforces trust among organisational members (Cidade & Oliveira, 2024). When employees enjoy equitable access to relevant organisational information, uncertainty, suspicion, and conflict arising from information asymmetry are substantially diminished, thereby supporting constructive conflict management and improving collective decision-making.

Taken together, DCB represents a behavioural mechanism reflecting the overall quality of interaction within digitally enabled organisations. Rather than functioning independently, its five dimensions operate synergistically to promote shared understanding, minimise communication distortion, strengthen interpersonal trust, and enhance collaborative relationships among employees. These combined effects ultimately contribute to lower levels of organisational conflict and improved organisational effectiveness (Ngamcharoen et al., 2024).

Organisational Conflict Reduction (OCR) represents a strategic organisational outcome reflecting the successful management of interpersonal relationships, differing viewpoints, and collaborative workplace interactions. Conflict reduction should not be interpreted as the complete removal of conflict from organisational life. Instead, it refers to maintaining conflict at constructive and manageable levels so that disagreements become opportunities for learning, problem-solving, and organisational improvement rather than sources of dysfunction (de Dreu & Gelfand, 2007; De Dreu, 2006). Within digitally enabled organisations, this objective becomes increasingly challenging because extensive reliance on online communication platforms often increases information ambiguity, encourages inaccurate interpretation of intentions, and weakens interpersonal trust compared with conventional face-to-face interaction. Consequently, effective OCR depends upon the combined influence of employees' psychosocial resources and high-quality DCB. Employees possessing stronger emotional intelligence, psychological safety, digital adaptability, organisational trust, and organisational

commitment are more likely to communicate clearly, respectfully, transparently, and through appropriate communication channels. Such behaviours reduce dysfunctional conflict while reinforcing collaboration and strengthening organisational cohesion (Marchington & Vincent, 2004).

In the present study, OCR is conceptualised as a multidimensional construct comprising five interrelated dimensions: (1) Reduction of Relationship Conflict (RRC), (2) Reduction of Task Conflict (RTC), (3) Constructive Conflict Management (CCM), (4) Improved Workplace Collaboration (IWC), and (5) Workplace Harmony (WH).

1. Reduction of Relationship Conflict (RRC) refers to the capability of organisations and employees to minimise interpersonal tensions arising from differences in personality, values, emotions, or individual relationships. Relationship conflict generally undermines workplace trust, job satisfaction, team cohesion, and organisational climate because employees devote considerable psychological resources to interpersonal friction instead of accomplishing work objectives (Jehn, 1995). Within digitally mediated workplaces, such conflict is often intensified by message ambiguity and the absence of vocal tone, facial expressions, and other emotional cues. Consequently, EI, communication clarity, and appropriate DCE become essential mechanisms for reducing inaccurate interpretations and limiting emotionally driven reactions. Furthermore, well-established communication norms combined with a psychologically safe environment encourage employees to discuss concerns openly, resolve misunderstandings promptly, and prevent minor disagreements from escalating into serious interpersonal disputes.
2. Reduction of Task Conflict (RTC) represents the ability to minimise disagreements associated with work objectives, role assignments, operational procedures, or decision-making processes. Although moderate levels of task conflict may stimulate critical evaluation and generate alternative solutions, ineffective management often results in project delays, duplication of effort, inefficient resource utilisation, and increased tension among team members (De Dreu, 2008). High-quality DCB contributes to reducing RTC by promoting precise communication, appropriate media selection, and transparent information exchange. Digital technologies further support this process by providing centralised access to organisational information, thereby limiting message distortion and reducing disagreements caused by inconsistent understanding. Additionally, employees possessing stronger DA are better able to overcome technological challenges, reducing coordination problems and dissatisfaction associated with differences in digital competence.

3. Constructive Conflict Management (CCM) refers to the capacity to transform disagreement into opportunities for organisational learning, collaborative problem-solving, and innovation instead of allowing conflict to deteriorate into confrontation or damaged interpersonal relationships. This perspective is consistent with Ensari et al. (2015), who argued that effective conflict management should prioritise collaboration, compromise, and mutually beneficial solutions. Within digitally mediated communication, CCM is demonstrated through objective discussion, evidence-based reasoning, active consideration of diverse viewpoints, and respectful language that preserves positive working relationships. Such behaviours depend upon a foundation of trust, PS, and DCE, enabling disagreement to be viewed as a productive exchange rather than a personal attack.
4. Improved Workplace Collaboration (IWC) represents a positive organisational outcome emerging from successful conflict management. It is reflected in employees' willingness to exchange knowledge, information, resources, and responsibilities to achieve shared organisational objectives. Effective collaboration extends beyond formal organisational systems and is strongly influenced by trust, OC, and employees' identification with collective organisational goals. DCB serves a pivotal role in strengthening collaborative behaviour. Clear communication enables accurate understanding of roles and responsibilities, timely responsiveness maintains coordination across work activities, and OIS reduces barriers created by fragmented information structures (Shannon, 2021). Equal access to organisational information further supports efficient teamwork and strengthens collective performance.
5. Workplace Harmony (WH) refers to the development of a workplace environment characterised by mutual trust, respect, empathy, and unity among organisational members. Such an environment evolves through constructive communication, effective emotional regulation, and mature management of interpersonal relationships. Within digitally enabled workplaces, WH is especially important because it helps alleviate communication fatigue, reduces feelings of isolation, and reinforces employees' commitment to the organisation. When individuals perceive their work environment as respectful, psychologically safe, and supportive of open communication, they are more inclined to cooperate with colleagues, avoid unnecessary confrontation, and maintain stable, long-term workplace relationships (Estlund, 2003).

Overall, OCR represents a structural organisational outcome arising from the interaction between employees' psychosocial resources and

high-quality DCB. Psychosocial factors provide the underlying psychological and social resources that strengthen emotional preparedness, trust, and OC, whereas DCB functions as the behavioural pathway through which these resources generate conflict reduction outcomes (Zhen & Gao, 2025). Accordingly, employees possessing stronger psychosocial resources and demonstrating clear, respectful, transparent, and contextually appropriate digital communication behaviours are more likely to reduce interpersonal and task-related conflict, encourage constructive conflict resolution, strengthen workplace collaboration, and cultivate harmonious organisational environments.

Existing literature consistently indicates that psychosocial factors, DCB, and OCR are linked through an integrated and systematic process. Within the framework of the JD-R Theory, psychosocial resources enable employees to respond effectively to workplace complexity and the communication challenges associated with digitally enabled organisations. SET explains that employees who perceive organisational trust, fairness, and support are more likely to reciprocate through cooperative behaviours that reduce workplace conflict. Meanwhile, MRT proposes that communication effectiveness depends upon selecting suitable communication channels, conveying clear messages, and minimising information ambiguity. Accordingly, DCB is expected to perform a mediating role in the relationship between psychosocial factors and OCR. Specifically, psychosocial resources strengthen employees' ability to communicate effectively through digital technologies, while DCB converts these underlying resources into desirable organisational outcomes, including conflict reduction, enhanced collaboration, and the development of harmonious work environments. This theoretical proposition forms the basis for the development of the study's hypotheses and causal research model.

The synthesis of relevant theories, empirical evidence, and prior literature further demonstrates that psychosocial factors, DCB, and OCR operate as interdependent components of a unified organisational system. Psychosocial resources strengthen employees' ability to function effectively within digital workplaces, whereas DCB reflects the quality of organisational interaction, information exchange, and coordination that directly influences conflict management. Collectively, the JD-R Theory, SET, and MRT explain how resources originating from employees, colleagues, and the organisation encourage effective DCB. Through communication clarity, responsiveness, appropriate channel selection, DCE, and OIS, these behaviours minimise information ambiguity, reinforce trust, improve collaboration, and reduce conflicts emerging from workplace interactions.

Although previous empirical studies have demonstrated significant associations among psychosocial factors, DCB, and various organisational outcomes across different contexts, limited attention has been devoted to explaining the integrated causal mechanisms connecting these variables. This gap is particularly pronounced within public limited companies, where complex governance structures and extensive reliance on digital communication require intensive organisational coordination. To address this limitation, the present study integrates relevant theoretical perspectives and empirical evidence to develop a comprehensive causal model explaining how psychosocial factors influence OCR through DCB within public limited companies. The proposed model examines both the direct and indirect relationships among the study variables within a unified conceptual framework. The theoretical arguments and empirical findings discussed above provide the foundation for the development of seven research hypotheses examining the causal relationships among psychosocial factors, DCB, and OCR, as presented below.

H1: Psychosocial factors have a positive direct effect on employees' digital communication behaviour in public limited companies.

H2: Psychosocial factors have a positive direct effect on organizational conflict reduction in public limited companies.

H3: Digital communication behaviour has a positive direct effect on organizational conflict reduction in public limited companies.

H4: Digital communication behaviour functions as mediating variable in the relationship between psychosocial factors and organizational conflict reduction.

H5: Emotional intelligence, psychological safety, digital adaptability, organizational trust, and organizational commitment are significant components of psychosocial factors.

H6: Communication clarity, communication responsiveness, channel appropriateness, digital communication etiquette, and open information sharing are significant components of digital communication behaviour.

H7: Reduction of relationship conflict, reduction of task conflict, constructive conflict management, improved workplace collaboration, and workplace harmony are significant components of organizational conflict reduction.

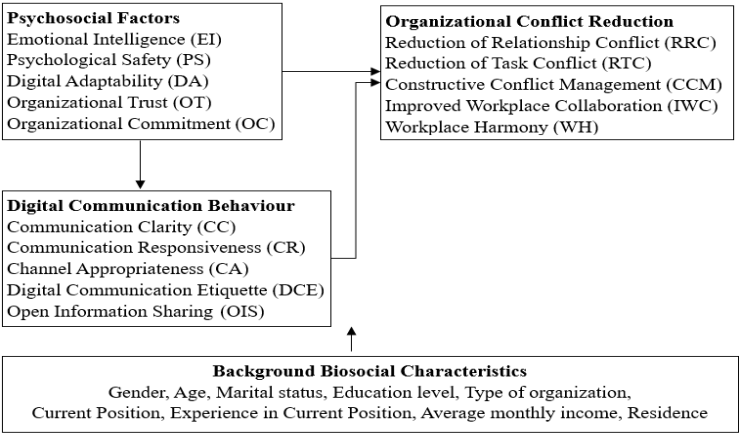


Figure 1: Conceptual Framework

Methodology

Research Design and Ethical Considerations

This study adopted a quantitative methodology using a cross-sectional survey design to investigate the structural relationships among psychosocial factors, DCB, and OCR within public limited companies in Thailand. The proposed conceptual framework was formulated through an extensive synthesis of established theories and previous empirical studies in organisational behaviour, digital communication, and organisational conflict management. To evaluate the proposed relationships, Structural Equation Modelling (SEM) was employed following the approach recommended by MacCallum and Austin (2000). The analytical procedure included assessment of both the measurement model and the structural model to establish the validity of the latent constructs and determine the extent to which the theoretical framework corresponded with the observed empirical data.

The research was undertaken in full compliance with recognised ethical principles governing human participant research and internationally accepted standards for participant protection. Before participation, respondents received comprehensive information outlining the study's objectives, research procedures, anticipated benefits, and their right to participate voluntarily or discontinue their involvement at any stage through an informed consent process. Strict confidentiality and data protection measures were maintained throughout the investigation. No personally identifiable information was obtained from participants, and all research data were encrypted, securely stored, and reported

exclusively in aggregated statistical form to preserve respondent anonymity. Ethical approval was granted by the Human Research Ethics Committee of the University of the Thai Chamber of Commerce before data collection commenced under approval reference UTCCEC/EXPEDITED004/A0405/2566.

Samples

The study population comprised managerial and operational employees employed by public limited companies listed on the Stock Exchange of Thailand. These employees were selected because they are directly involved in organisational operations, internal coordination, and communication activities, while routinely using digital technologies in their daily work. Their responsibilities and practical experience therefore closely align with the constructs investigated in the present research. The required sample size was determined through statistical power analysis using the G*Power software based on the procedure proposed by Faul et al. (2009). The analysis assumed a medium effect size of 0.15, a significance level (α) of .05, and statistical power of .95 to maximise the likelihood of identifying statistically significant relationships while minimising the probability of committing a Type II error. The calculation indicated that a minimum of 800 respondents was necessary to provide adequate statistical power for SEM, ensuring reliable parameter estimation and robust hypothesis testing within the proposed complex structural model.

Recognising that SEM generally requires relatively large samples to improve parameter stability and enhance the precision of model fit estimation, the final target sample was intentionally increased beyond the calculated minimum. An additional 10% was incorporated to compensate for possible sample loss arising from incomplete questionnaires, poor-quality responses, or cases excluded during data screening. Following data collection and verification of questionnaire completeness, 880 usable responses remained for analysis. This final sample exceeded the minimum statistical requirement and is considered adequate for SEM involving multiple latent constructs (Sarstedt et al., 2021). Accordingly, the sample of 880 participants provides sufficient methodological and statistical support for evaluating the proposed causal model examining the relationships among psychosocial factors, DCB, and OCR.

Participant selection combined multi-stage sampling with purposive sampling to ensure that respondents appropriately represented public limited companies listed on the Stock Exchange of Thailand while satisfying the specific requirements of the research objectives (Giri, 2024; Sittichanbuncha et al., 2024). The sampling procedure was implemented in three sequential stages. First, organisations were selected from a broad

range of industrial sectors, including Agro & Food Industry, Consumer Products, Financials, Industrials, and Services, thereby capturing diverse organisational environments. Second, respondents were stratified according to organisational position, separating managerial personnel from operational employees to obtain perspectives from different organisational levels. Finally, participants were purposively selected according to predetermined eligibility criteria. Eligible respondents were required to be full-time employees, at least 22 years of age, possess a minimum of five years' organisational experience, and routinely use digital communication systems as part of their job responsibilities. These selection criteria ensured that participants possessed adequate organisational knowledge, practical workplace experience, and familiarity with internal digital communication practices.

Following the completion of data collection and verification of questionnaire quality (Table 1), 880 valid questionnaires were retained for statistical analysis. Of the respondents, 482 were female (54.77%), whereas 398 were male (45.23%). Participants had a mean age of 40.05 years (SD = 11.45), indicating a relatively balanced age profile. The largest proportion of respondents fell within the 41–50-year age group (26.82%), followed by those aged 22–30 years (26.02%) and 31–40 years (25.45%). Regarding educational qualifications, 601 respondents (68.30%) possessed a bachelor's degree, while the remaining 279 participants (31.70%) reported other educational backgrounds. With respect to organisational position, operational employees constituted the majority of the sample, accounting for 697 respondents (79.20%), whereas 183 respondents (20.80%) occupied managerial or executive roles. The average tenure in the current position was 15.27 years (SD = 8.02). Most participants had between 5 and 10 years of experience (30.57%), followed by 11–15 years (27.50%) and 15–20 years (21.25%), respectively.

Table 1

Summary of Statistics of Participants (N=880)

Variable	Category	Frequency
Sex	Female	482 (54.77%)
	Male	398 (45.23%)
Education	Bachelor's Degree	601 (68.30%)
	Over Bachelor's Degree	279 (31.70%)
Current Position	Managers	183 (20.80%)
	Officers	697 (79.20%)
Age (Mean = 40.05; S.D. = 11.45; Max = 60; Min = 22)	22 – 30 Years	229 (26.02%)
	31 – 40 Years	224 (25.45%)
	41 – 50 Years	236 (26.82%)
	51 – 60 Years	191 (21.70%)
	5 – 10 Years	269 (30.57%)
Experience in Current Position (Mean = 15.27; S.D. = 8.02; Max = 35; Min = 5)	11 – 15 Years	242 (27.50%)
	15 – 20 Years	187 (21.25%)
	> 20 Years	182 (20.68%)

Instruments

The research instrument employed in this investigation was a researcher-developed questionnaire designed through an extensive synthesis of relevant concepts, theoretical perspectives, and previous empirical studies relating to psychosocial factors, DCB, and OCR. The development process was further informed by a comprehensive review of academic literature, textbooks, scholarly publications, and both national and international research to ensure comprehensive measurement of all study constructs in accordance with the research objectives. Responses were recorded using a six-point Likert rating scale ranging from 1 ("strongly disagree") to 6 ("strongly agree"). Positively phrased statements were scored sequentially from 1 to 6, whereas negatively phrased statements were reverse coded to minimise response bias and enhance measurement accuracy (Joshi et al., 2015).

To establish instrument quality, the questionnaire underwent expert evaluation for both content validity and linguistic appropriateness. Five specialists with recognised expertise in leadership and organisational behaviour, organisational communication, and conflict management reviewed the instrument. Their recommendations were incorporated to refine the questionnaire by improving item content, enhancing wording clarity, and strengthening overall item suitability. The revised instrument was subsequently returned to the expert panel for re-evaluation. The assessment demonstrated that all items achieved Index of Item–Objective Congruence (IOC) values ranging from 0.80 to 1.00, indicating satisfactory content validity (Turner & Carlson, 2003).

Table 2

Structure of Questionnaire

Structures	Code	Category	Items	α
Psychosocial Factors	EI	Emotional Intelligence	12	0.82
	PS	Psychological Safety	12	0.81
	DA	Digital Adaptability	10	0.76
	OT	Organizational Trust	12	0.79
	OC	Organizational Commitment	10	0.85
Digital Communication Behaviour	CC	Communication Clarity	10	0.82
	CR	Communication Responsiveness	12	0.80
	CA	Channel Appropriateness	12	0.81
	DCE	Digital Communication Etiquette	10	0.79
	OIS	Open Information Sharing	12	0.80
Organizational Conflict Reduction	RRC	Reduction of Relationship Conflict	12	0.79
	RTC	Reduction of Task Conflict	10	0.78
	CCM	Constructive Conflict Management	10	0.79
	IWC	Improved Workplace Collaboration	10	0.80
	WH	Workplace Harmony	10	0.80
Total			164	0.80

Following expert validation, the preliminary questionnaire comprising 240 items was administered in a pilot study involving 160 respondents whose characteristics closely resembled those of the target population. Item quality was subsequently evaluated using t-values and Corrected Item–Total Correlation (r), adopting acceptance criteria of $t \geq 2.00$ (Lakens, 2017) and $r \geq 0.20$ (Henrysson, 1963). Items failing to satisfy these thresholds were excluded from the final instrument. Consequently, 164 items satisfied the established quality standards (Table 2), producing an overall level of reliability considered acceptable, with an average reliability coefficient of 0.80.

Table 3

Measurement Instrument Quality Testing									
Cod e	t-value	r-value	Confirmatory Factor Analysis						
			χ^2	df	p-value (≥0.05)	RMSEA (≤0.06)	CFI (≥0.95)	TLI (≥0.95)	SRMR (≤0.08)
Psychosocial Factors									
EI	2.47-9.42	0.28–0.53	58.34	52	0.28	0.04	0.97	0.97	0.05
PS	2.14-8.38	0.26–0.44	61.72	49	0.21	0.04	0.97	0.97	0.05
DA	2.92-9.43	0.23–0.57	59.18	53	0.25	0.03	0.96	0.96	0.05
OT	3.38-9.76	0.24–0.52	62.45	50	0.22	0.04	0.96	0.96	0.04
OC	3.71-8.18	0.25–0.45	60.83	48	0.21	0.04	0.97	0.97	0.04
Digital Communication Behaviour									
CC	2.84-8.96	0.25–0.49	58.97	51	0.23	0.04	0.95	0.96	0.04
CR	3.26-9.42	0.27–0.52	61.26	52	0.25	0.05	0.96	0.96	0.04
CA	2.93-10.39	0.24–0.51	59.64	49	0.20	0.03	0.96	0.96	0.04
DCE	2.67-9.64	0.23–0.49	62.11	50	0.24	0.03	0.96	0.96	0.04
OIS	2.15-9.75	0.25–0.43	60.37	53	0.22	0.03	0.95	0.95	0.04
Organizational Conflict Reduction									
RRC	2.92-8.25	0.26–0.44	58.52	48	0.20	0.04	0.97	0.96	0.05
RTC	3.48-9.36	0.23–0.56	60.89	51	0.21	0.03	0.96	0.96	0.04
CCM	3.21-9.41	0.25–0.51	59.03	52	0.23	0.05	0.97	0.97	0.05
IWC	2.87-8.43	0.24–0.43	60.39	51	0.21	0.05	0.95	0.95	0.04
WH	2.64-9.52	0.25–0.58	59.04	52	0.21	0.05	0.96	0.96	0.04

Note: Confirmatory factor analysis used a passing criterion of 3 out of 5 criteria or more, especially when the χ^2 value was not statistically significant. **This research gives more importance to the t value than the r value, with the selection criteria being $t \geq 2.00$ and $r \geq 0.20$. ***The t and r values are presented in Appendix A of the full research report.

Furthermore, a pilot investigation involving 160 respondents with characteristics comparable to those of the target population was undertaken to further evaluate the quality of the measurement instrument. CFA was applied to verify the validity of the latent constructs specified in the proposed conceptual framework (Table 3). The findings demonstrated that every construct satisfied the recommended goodness-of-fit requirements by achieving acceptable values for at least three of the five commonly recognised fit indices, namely χ^2 , RMSEA, CFI, TLI, and SRMR. These results confirm adequate construct validity in accordance with established evaluation guidelines (Brown et al., 2012; Browne, 1993; Hair Jr et al., 2019).

Data Analysis

The analytical procedures adopted in this study followed the sequential framework of SEM to ensure consistency with both the research objectives and the proposed theoretical model (MacCallum & Austin, 2000). The overall analysis comprised three consecutive phases: preliminary data analysis, measurement model evaluation, and structural model evaluation. During the initial phase, descriptive statistical techniques were applied to summarise the demographic characteristics of the respondents and to evaluate the preliminary quality of the dataset. The descriptive analysis included frequencies, percentages, means, and standard deviations. Prior to conducting advanced statistical procedures, the dataset was also examined for completeness, distributional characteristics, and overall suitability for subsequent analyses.

The second phase focused on evaluating the measurement model through CFA to determine the extent to which the observed indicators adequately represented their respective latent constructs within the proposed conceptual framework. The assessment incorporated examinations of convergent validity, discriminant validity, and construct reliability. These properties were evaluated using standardised factor loadings, CR, and AVE in accordance with established recommendations within the SEM literature (Hair & Alamer, 2022). The final phase involved assessment of the structural model to evaluate the proposed hypotheses and investigate the causal relationships among psychosocial factors, DCB, and OCR. SEM was employed to estimate the direct, indirect, and total effects among the latent constructs. Particular attention was given to assessing the mediating role of DCB in the relationship between psychosocial factors and OCR.

Hypothesis testing was based on the magnitude of the standardised path coefficients (β), corresponding standard errors (SE), and a significance threshold of .05. To further verify the adequacy of the proposed framework, overall model fit was evaluated by comparing the

theoretical model with the observed empirical data using widely recognised goodness-of-fit indices in behavioural science and management research. The assessment incorporated χ^2 , CFI, GFI, AGFI, TLI, and RMSEA. These fit statistics were interpreted collectively according to the criteria recommended by (Hair et al., 2025; Kline, 2023) to determine the extent to which the proposed theoretical model adequately represented the empirical data.

Results

The descriptive statistical results for the three latent constructs—psychosocial factors, DCB, and OCR—are summarised in Table 4. Overall, the findings reveal relatively high and positive mean scores across all constructs, indicating that respondents generally perceived favourable levels of psychosocial resources, effective DCB, and successful OCR, consistent with the proposed conceptual framework.

Among the dimensions of psychosocial factors, EI recorded the highest mean score (Mean = 44.73, SD = 3.78), followed by PS (Mean = 43.84, SD = 4.27), OT (Mean = 42.86, SD = 8.39), and OC (Mean = 42.79, SD = 5.80). DA exhibited the lowest mean value (Mean = 40.12, SD = 5.68). These results indicate that employees working in publicly listed companies generally demonstrate strong emotional capability, healthy interpersonal relationships, and high organisational trust, all of which provide an important foundation for collaboration and effective interaction within digitally enabled workplaces. This observation is consistent with Bakker and Demerouti (2017), who identified psychosocial resources as fundamental drivers of positive workplace behaviour and organisational effectiveness. With respect to DCB, CR achieved the highest mean score (Mean = 46.94, SD = 5.14), followed by CA (Mean = 45.38, SD = 7.25) and OIS (Mean = 43.98, SD = 5.97). In contrast, DCE produced the lowest mean value (Mean = 40.37, SD = 4.78). These findings suggest that respondents attach greater importance to prompt communication and selecting appropriate communication channels, reflecting the need for efficient coordination within fast-moving and highly interconnected organisational environments. This pattern supports the propositions of MRT, which emphasises that communication effectiveness depends on matching communication media to message requirements while minimising ambiguity (Daft & Lengel, 1986).

Regarding OCR, WH reported the highest mean score (Mean = 45.98, SD = 5.67), followed closely by RRC (Mean = 45.78, SD = 5.69) and CCM (Mean = 43.68, SD = 5.81). By comparison, RTC recorded the lowest mean value (Mean = 40.13, SD = 4.83). These findings indicate that respondents generally perceive their organisations as successful in cultivating harmonious interpersonal relationships and promoting collaborative

workplace environments. This interpretation aligns with the views of De Dreu and Gelfand (2008) and Afzalur Rahim (2002), who contend that effective conflict management focuses on maintaining conflict at constructive levels rather than eliminating it entirely, thereby enabling employees to address differing viewpoints while preserving productive working relationships. Overall, the descriptive findings demonstrate consistently positive response patterns across all study constructs, providing preliminary evidence that psychosocial factors, DCB, and OCR are likely to be positively associated. Nevertheless, confirmation of H1, H2, and H3 requires subsequent SEM analysis to formally evaluate the proposed causal relationships and determine whether the empirical evidence supports the hypothesised structural model (Hair & Alamer, 2022; Kline, 2023).

Table 4
Descriptive Statistics of Constructs

Structures	Variables	Summated Score Mean	S.D.
Psychosocial Factors	EI	44.73	3.78
	PS	43.84	4.27
	DA	40.12	5.68
	OT	42.86	8.39
	OC	42.79	5.80
Digital Communication Behaviour	CC	40.75	4.79
	CR	46.94	5.14
	CA	45.38	7.25
	DCE	40.37	4.78
	OIS	43.98	5.97
Organizational Conflict Reduction	RRC	45.78	5.69
	RTC	40.13	4.83
	CCM	43.68	5.81
	IWC	41.19	4.82
	WH	45.98	5.67

The CFA results for the three latent constructs—psychosocial factors, DCB, and OCR—are presented in Table 5 and Figure 2. The measurement model was evaluated using standardised factor loadings, CR, and AVE. The findings demonstrate that the psychosocial factors construct is adequately represented by its five observed indicators: EI, PS, DA, OT, and OC. Standardised factor loadings ranged from 0.70 to 0.79, exceeding the minimum acceptable criterion of 0.50, with most values above 0.70, thereby confirming satisfactory indicator representation. Among these indicators, PS exhibited the strongest loading ($\lambda = 0.79$), followed by OC ($\lambda = 0.78$), OT ($\lambda = 0.75$), DA ($\lambda = 0.71$), and EI ($\lambda = 0.70$). Furthermore, the construct demonstrated satisfactory internal consistency and convergent validity, with CR = 0.82 and AVE = 0.55, both exceeding the recommended thresholds of 0.70 and 0.50, respectively. These findings confirm that the measurement properties of the construct are statistically acceptable.

For DCB, comprising CC, CR, CA, DCE, and OIS, the standardised factor loadings varied between 0.71 and 0.78. CR produced the highest loading ($\lambda = 0.78$), followed by DCE ($\lambda = 0.75$), OIS ($\lambda = 0.74$), CA ($\lambda = 0.72$), and CC ($\lambda = 0.71$). The magnitude of these coefficients indicates that each observed indicator contributes meaningfully to representing the latent construct. The construct also satisfied accepted standards for reliability and convergent validity, recording CR = 0.79 and AVE = 0.54. These results provide further evidence that the measurement model demonstrates satisfactory psychometric quality. The CFA results for OCR, represented by RRC, RTC, CCM, IWC, and WH, likewise indicated strong measurement performance. Standardised factor loadings ranged from 0.79 to 0.82. Both RRC and CCM achieved the highest loading values ($\lambda = 0.82$), followed by RTC and IWC ($\lambda = 0.81$), while WH recorded a loading of 0.79. These coefficients confirm that each observed indicator provides a strong representation of the OCR construct. In addition, the construct demonstrated excellent measurement quality, with CR = 0.83 and AVE = 0.65, substantially exceeding the recommended minimum criteria and indicating robust construct reliability and convergent validity.

Overall, the CFA findings reported in Table 5 demonstrate that all observed indicators achieved standardised factor loadings above 0.70, while CR values ranged from 0.79 to 0.83 and AVE values ranged from 0.54 to 0.65. Collectively, these results satisfy the recommended evaluation criteria proposed by Hair Jr et al. (2019), confirming that the research instrument possesses satisfactory reliability and construct validity. Accordingly, all observed indicators appropriately represent their respective latent constructs, providing empirical support for the measurement hypotheses H5, H6, and H7.

Table 5
The Result of Confirmatory Factor Analysis

Structures	Variables	Standardized Factor Loading	Composite Reliability	Average Variance Extracted
Psychosocial Factors	EI	0.70	0.82	0.55
	PS	0.79		
	DA	0.71		
	OT	0.75		
	OC	0.78		
Digital Communication Behaviour	CC	0.71	0.79	0.54
	CR	0.78		
	CA	0.72		
	DCE	0.75		
	OIS	0.74		
Organizational Conflict Reduction	RRC	0.82	0.83	0.65
	RTC	0.81		
	CCM	0.82		
	IWC	0.81		
	WH	0.79		

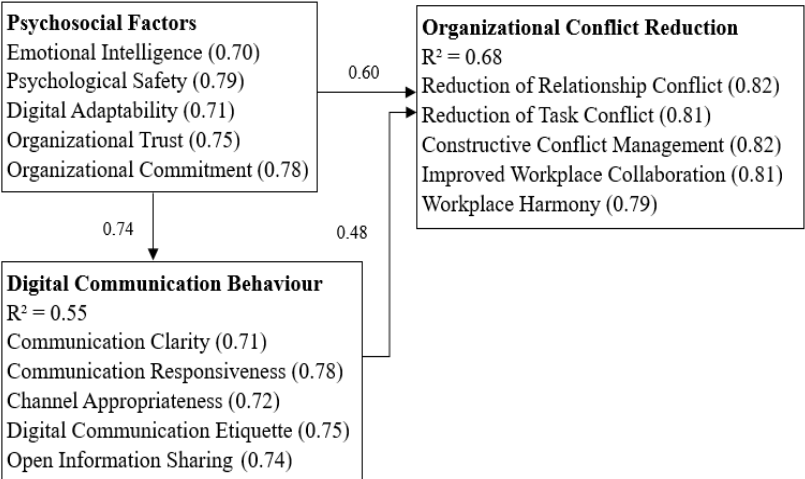


Figure 2: Structural Equation Model of the Relationships among Psychosocial Factors, Digital Communication Behaviour, and Organizational Conflict Reduction

The structural model results presented in Tables 6 and 7 and Figure 2 indicate that psychosocial factors exert a statistically significant positive direct effect on DCB ($\beta = 0.74$, $SE = 0.05$, $p < .01$). The magnitude of this path coefficient demonstrates that employees' psychosocial resources, including EI, PS, DA, OT, and OC, substantially strengthen the quality of DCB within organisations. These findings suggest that employees' psychological preparedness and social resources constitute essential foundations for effective communication in digitally enabled workplaces. Accordingly, H1 is supported. The analysis further revealed a significant positive direct relationship between psychosocial factors and OCR ($\beta = 0.60$, $SE = 0.06$, $p < .01$). This result indicates that employees possessing stronger psychosocial resources are more capable of managing interpersonal relationships, minimising task-related disagreements, and promoting collaborative workplace interactions than those with lower levels of such resources. The findings therefore demonstrate that psychosocial factors function not only as antecedents of desirable workplace behaviours but also as important drivers of constructive conflict management and harmonious organisational environments. Consequently, H2 is supported.

Likewise, DCB exhibited a significant positive direct effect on OCR ($\beta = 0.48$, $SE = 0.05$, $p < .01$). This finding indicates that communication characterised by clarity, timely responsiveness, appropriate channel selection, adherence to DCE, and transparent information sharing contributes to reducing communication ambiguity and misunderstanding while improving organisational coordination. Collectively, these communication practices facilitate effective conflict reduction within

organisations. Therefore, H3 is supported. The explanatory capability of the structural model was evaluated using the coefficient of determination (R^2). The results showed that psychosocial factors accounted for 55% of the variance in DCB ($R^2 = 0.55$), indicating substantial explanatory power. This suggests that variation in employees' DCB is largely attributable to differences in their psychosocial resources. In addition, psychosocial factors together with DCB explained 68% of the variance in OCR ($R^2 = 0.68$), representing a high level of predictive power according to Cohen (1988). These findings confirm that the proposed model effectively explains both behavioural and organisational outcomes. Accordingly, H4 is supported.

Table 6

The Result of Structural Equation Model		
Exploratory Variables	Dependent Variables	
	Digital Communication Behaviour	Organizational Conflict Reduction
Psychosocial Factors	0.74*** (0.05)	0.60*** (0.06)
Digital Communication Behaviour	-	0.48*** (0.05)
R^2	0.55	0.68
Constant	0.24*** (0.06)	0.27*** (0.07)
Variance of Error Terms	0.43*** (0.04)	0.41*** (0.07)
Akaike's Information Criterion = 4354; Bayesian Information Criterion = 4472		

Note: Figures in parentheses represent the Standard Error; *** indicates statistical significance at the 99% confidence level; ** indicates statistical significance at the 95% confidence level; and * indicates statistical significance at the 90% confidence level.

Comparison of the direct path coefficients reported in Table 6 indicates that psychosocial factors exert a stronger direct influence on OCR than DCB ($\beta = 0.60$ versus $\beta = 0.48$). This pattern suggests that psychosocial resources represent a primary antecedent underpinning collaboration and conflict reduction within organisations. Nevertheless, the indirect effect analysis presented in Table 7 demonstrates that psychosocial factors also exert a significant indirect influence on OCR through DCB. This finding confirms the mediating role of DCB, indicating that psychosocial resources contribute to conflict reduction by first enhancing employees' digital communication practices. Employees with stronger psychological and social resources are therefore more likely to communicate effectively through digital technologies, which subsequently promotes collaboration, reduces organisational conflict, and supports the development of harmonious workplace relationships.

Overall, the findings reported in Tables 6 and 7 provide empirical evidence for both the direct and indirect effects of psychosocial factors on OCR. The results further substantiate the theoretical proposition that DCB operates as the principal behavioural mechanism through which psychosocial resources generate positive organisational outcomes. Consequently, the proposed causal model receives empirical support, and H1–H4 are confirmed.

Table 7

Measures of Model Fit

Fit Index	Obtained	Result
Chi-Square (No Statistical Significance)	97.63	Sensitive to Sample Size
Comparative Fit Index ($\geq .95$)	0.98	Good Fit
Goodness-of-Fit ($\geq .95$)	0.98	Good Fit
Adjusted Goodness-of-Fit-Index ($\geq .95$)	0.97	Good Fit
Tucker-Lewis Index ($\geq .95$)	0.97	Good Fit
Root Mean Squared Error of Approximation ($\leq .08$)	0.06	Acceptable Fit

Note: Although the chi-square statistic was significant, this result was expected given the large sample size (N = 880).

Conclusion and Discussion

This study sought to develop and empirically validate a causal model linking psychosocial factors, DCB, and OCR within public limited companies listed on the Stock Exchange of Thailand. The proposed framework was established by integrating the principles of JD-R Theory, SET, and MRT. The empirical results demonstrated that the hypothesised model achieved a satisfactory fit with the observed data, while every proposed hypothesis received statistical support. These findings verify that the integrated framework effectively explains the processes through which psychosocial resources shape DCB and ultimately contribute to OCR.

The first key finding demonstrated that psychosocial factors positively influenced DCB. This result is consistent with JD-R Theory, which proposes that personal and social resources stimulate positive employee behaviours and enhance workplace functioning (Bakker & Demerouti, 2017). The finding also corroborates previous evidence reported by Newman et al. (2017) and Edmondson (2018), who identified PS and OT as important drivers of communication, knowledge exchange, and collaborative teamwork. Likewise, the results reinforce Leonardi (2020) argument that communication effectiveness in digitally enabled organisations depends less on technological infrastructure than on employees' psychological readiness and the quality of social interactions. Collectively, the findings indicate that EI, PS, DA, OT, and OC represent

fundamental psychosocial resources that strengthen the effectiveness of DCB within contemporary organisations.

The second major finding established a significant positive relationship between psychosocial factors and OCR. This outcome is consistent with SET, which argues that employees who perceive organisational support, fairness, and trust are more inclined to reciprocate through cooperative behaviours while avoiding actions that generate workplace conflict (Baron, 1989; Ngamcharoen et al., 2024). The finding is also consistent with the work of Rahim (2017) and de Dreu and Gelfand (2007), who suggested that constructive interpersonal relationships, mutual trust, and open communication create conditions that minimise organisational conflict. The present results therefore indicate that psychosocial factors extend beyond supporting employee well-being, functioning instead as strategic organisational resources that encourage collaboration while limiting the emergence of workplace conflict.

The third principal finding confirmed that DCB exerts a positive influence on OCR. This result supports the central propositions of MRT (Daft & Lengel, 1986), which emphasises that communication outcomes are influenced by the suitability of communication media and the effectiveness of communication processes. The findings are also consistent with Faraj et al. (2011), who reported that transparent information exchange and effective communication strengthen collaboration while reducing barriers to teamwork. Similarly, Carlson and Zmud (1999) demonstrated that selecting communication channels appropriate to the communication context reduces ambiguity and limits interpersonal misunderstanding. Accordingly, the present findings reinforce the view that DCB extends beyond simple information transmission and functions as a critical organisational process that promotes shared understanding while reducing the potential for conflict in digitally connected workplaces.

One of the most important theoretical contributions of this study is the confirmation that DCB operates as a mediating mechanism between psychosocial factors and OCR. The results demonstrate that psychosocial resources influence OCR both directly and indirectly through improvements in DCB. High-quality communication behaviours reduce uncertainty, strengthen shared understanding, and facilitate collaborative interactions among employees. This finding addresses an important deficiency identified in previous research, where psychosocial factors and organisational outcomes or digital communication were commonly examined independently rather than within an integrated causal framework (Faraj et al., 2011; Leonardi, 2020). Such integration has been particularly limited in studies involving large organisations operating in developing economies. From a theoretical standpoint, this study advances

organisational behaviour and digital communication literature by integrating JD-R Theory, SET, and MRT into a unified explanatory framework. The proposed model provides a more comprehensive understanding of how psychosocial resources influence DCB and how these behavioural processes subsequently contribute to OCR. The findings further establish that DCB represents the principal behavioural pathway through which psychosocial resources generate favourable organisational outcomes.

Overall, the evidence demonstrates that psychosocial factors function as strategic organisational resources that strengthen DCB, whereas DCB serves as the primary behavioural mechanism facilitating OCR, improving collaboration, and supporting the development of harmonious workplace environments. Consequently, the findings not only reinforce the theoretical foundations underpinning this study but also extend existing knowledge by clarifying the pivotal mediating role of DCB in translating psychosocial resources into effective conflict management outcomes within digitally transformed organisations.

Recommendations

The findings suggest that organisations should prioritise strengthening employees' psychosocial factors alongside enhancing DCB, as both represent fundamental organisational capabilities for achieving OCR and promoting collaborative workplace relationships. Management should therefore foster organisational environments characterised by PS, trust, and OC while simultaneously investing in employees' digital communication capabilities, particularly their ability to select appropriate communication channels, communicate effectively, and share information openly and constructively. Strengthening these capabilities is expected to improve organisational coordination, minimise communication-related misunderstandings, and support the development of harmonious digital work environments. Future research should broaden the scope of investigation by examining different organisational settings and incorporating additional antecedents that may contribute to OCR, including digital leadership, organisational culture, perceived organisational support, and digital citizenship. Moreover, adopting longitudinal or mixed-methods designs would enable researchers to capture the evolving nature of these relationships over time and provide a more comprehensive understanding of the mechanisms underpinning communication and conflict management in digitally enabled organisations.

Limitations

Several limitations should be acknowledged when interpreting the findings of this study. First, the cross-sectional survey design restricts the ability to draw conclusions regarding long-term causal relationships among the study variables, although SEM was employed to evaluate the hypothesised structural relationships. Second, the sample was confined to employees working in public limited companies listed on the Stock Exchange of Thailand. Given the distinctive organisational structures, governance systems, and workplace cultures of these companies, the applicability of the findings to other organisational contexts should be considered with caution. Finally, the study relied on self-reported data obtained directly from respondents, which may be susceptible to common response bias and social desirability effects. Although comprehensive procedures were undertaken to ensure instrument quality and verify model adequacy, the possibility of self-report bias influencing the results cannot be completely eliminated.

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