

Peer Review Declaration

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All articles included in this proceedings volume were presented at the ICMC 2025 - The 4th International Conference on Management and Communication, held on 04-06 February 2025, in Kota Kinabalu, Malaysia.

All submitted manuscripts underwent a formal peer-review process conducted by qualified members of the Conference Scientific Committee. The manuscripts were evaluated for their academic quality, relevance to the scope of the conference, methodological soundness, originality, clarity of presentation, and overall suitability for publication.

Following peer review and the completion of any required revisions, the manuscripts included in this volume were accepted and approved for publication by the Editor-in-Chief. The Editor-in-Chief confirms that this statement accurately represents the peer-review and editorial procedures applied to the articles published in these conference proceedings.

- Type of peer review: **Single Blind Review**
- Conference submission management system: **OpenConf Peer Review and Submission Management System**
- Number of submissions received: **152**
- Number of submissions sent for review: **152**
- Number of submissions accepted: **77**
- Acceptance Rate (Number of Submissions Accepted / Number of Submissions Received X 100): **50.66%**
- Average number of reviews per paper: **4**
- Total number of reviewers involved: **The review panel comprises 26 experts, including 15 senior academics and 11 professors, representing a diverse range of universities.**
- Any additional info on review process: **The review process began with an initial assessment to determine eligibility for oral presentation. This was followed by a detailed evaluation conducted by two reviewers of Senior Lecturer rank or**

higher, and concluded with a final verification by the Scientific Committee, comprising Professors.

- **Contact person for queries: Prof. Dr. Ruzita Azmi (Chief Editor)**

Date: 11 December 2025

Editor(s):

Prof. Dr. Ruzita Azmi (Chief Editor); Amalhayati Che Othman @ Azmi (Editorial Manager); Assoc. Prof. Dr. Bidayatul Akmal Mustafa Kamil; Assoc. Prof. Dr. Aizan Yaacob; Dr. Zurina Adnan; Dr. Chan Cheong Chong; Dr. Norshafizah Hanafi; Dr. Nurul Huda Abdul Majid; Fazilah Mohd. Othman