



The Impact of Organizational Culture on Employee Communication Satisfaction

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Abstract

Purpose – Once individuals in an organization don't comprehend with each other's culture and their interaction context differ, there is a bigger danger of poor communication in the organizations. Therefore, people must have a sufficiently comparable interpretation of data, communicative acts and the office itself. For this reason, the purpose of this study is to investigate the relationship between organizational culture and employee communication.

Research design, Data, and methodology – The present researcher used categorization matrix development to review data for content. Additionally, the present researcher coded the data to correspond with the identified categories. The role of the categorization matrix is to ensure that the categories hardly represent the concepts and thus validating the findings of the study.

Result – The findings from prior resources shows that the role of organizational culture on employee communication satisfaction is a pertinent issue that must be addressed and analyzed to help organizations make the desired profits and productivity. This study provides five solutions between organizational culture and employee communication satisfaction.

Conclusion – This study concludes that every employee performs well where they think they are being appreciated and their efforts are rewarded. On the other hand, different organizations have instilled different organizational cultures to ensure they promote the level of satisfaction of their employees in order to yield them an improved employee performance and overall organizational performance.

Keywords: Organizational Culture, Employee Communication Satisfaction, Human Resource Management

JEL Classification Code: J53, M12, M54

1. Introduction

In the past years, the greatest worry for many organizations and their top leadership has been to remain competitive in controlling their human resource. For any organization, human resource plays a critical role that can go unnoticed at any moment. It dictates the probability of the organizations having the desired performance and competitiveness (Aboassin & Sultan, 2017). This has made employees an essential aspect of any organization and has seen many organizations striving to retain the best talents and attract even more top talents. The ever-worrying trend of having employees move from one company to the other with better pay, attractive remunerations, and a friendlier working environment has continuously become a norm and creates worry especially considering the higher costs incurred in recruitment, hiring, and training new employees. This makes organization culture and its relationship with employee communication satisfaction a critical topic for any organization that envisions success.

Any organization needs to establish a robust organizational culture that the employees can gladly identify with, making the organization maintain its position in the market. According to the study (Tsai, 2011), organizational culture refers to shared values, beliefs, or perceptions firmly held by the employees within the organizational unit. Since the organizational culture denotes the beliefs and behaviors of the employees and at the same time, at the organization, they play a huge role in determining the level of employee satisfaction which their input and efforts can measure both in and outside their jobs. It is essential to understand the organizational core values to prevent any arising wrangles which can hinder unity among the employees. According to the study (Woo & Kang, 2021), organizational culture has a decisive role in dictating employee level of commitment. It dictates how employees will spend their time either by being constructive and ensuring improved organizational performance or lying idle and waiting for the end of their shifts.

Organizational culture is powerful and pervasive (Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014). For businesses, organizational culture either plays a force for change or a definite barrier that hinders change. A more robust organizational culture glues the bond between employees and becomes what drives the employee to gain the desired communication satisfaction (Thokozani & Maseko, 2017). Managers today are constantly on the lookout for new ways to change the organization culture, guarantee the swift communication trends desired by employees and achieve organizational objectives. According to the Association for Talent Development, organizations averagely spend \$1,252 per employee on training and development to reach their full potential (Tracey & Hinkin, 2008). This kind of investment is massive and should be worth it for any organization. Organizations should not spend such huge funds only to have the employees quit their jobs for other organizations. This would be a considerable loss in terms of both the human resource capability of the trained employee and competitors having to reap from it.

On the other hand, communication is an essential aspect for employees since it makes employees of any organization productive and efficient. A sound communication strategy adopted in the company provides the much-desired employee morale, productivity, and commitment (Bucata & Rizescu, 2017). Organizations that spend much of their resources creating sound and effective communication channels and cultures benefit from improved trust between the employees, resulting in increased productivity, performance, and overall employee morale. At the same time, a strong organizational culture that advocates for transparency in communication benefits from motivated employees who have the internal self-drive to spearhead the organization's goals and missions. Considering the high cost of employee training, hiring, and the loss when an employee joins a competitor organization, organizations need to strive for a strong culture that embraces sound and transparent communication for employee satisfaction.

Communication states to the general emotional and practical views of individuals. Communication designates the entirety of mental states that an individual has at a given time. Communication challenges rise when correspondents don't comprehend each other's perceptions on a particular topic. Such variances do not only form persons' understanding of others and create a barrier of sense associated to the language used. Differences in communication theory can be personal, associated to personal principles and predilections. However, differences can be from official and casual roles and positions from a cultural perspective on organizations. For instance, considering subordinate and superior employees of an organization, superiors have a top-down perception on front organizational challenges and employees' roles while subordinates have a bottom-up view because of their roles and understandings in the organization. Such variances can make it hard to reach aims of shared understanding between subordinates and superiors' communication about work responsibilities, values of competence and eminence goals (Kramer & Bisel, 2017).

This research will focus on different horizons that can affect dialogue, precisely four communication conditions; attention, shared language, misinterpretation and attitude, emotions and experiences. Further, the author argues how these communications conditions contribute to explaining how organizational culture can be improved. Fundamentally, the author will conclude basic communications principles can improve organizational culture. The research originated

from the fact that many researchers have not considered the relationship between the two despite many organizations having inaccurate opaque communication.

2. Literature Review

The role of organizational culture has gathered immense importance in the 21st century considering its impacts on employee satisfaction and performance (Duma & Beinecke, 2018). It is the sole dream of any organization to understand the dynamics of its culture to offer the managers and leaders an opportunity to capitalize on the insights generated by the cultural perspective to wield greater control over their organizations. This means that the culture of an organization has a huge role in the organization's performance and the overall satisfaction of the employees. Additionally, with the ever-changing technology and the fast-paced business world that organizations operate under, organizations today are grappling to find more innovative ways to improve their overall performance at minimal costs (Dasgupta & Gupta, 2019). The majority of the organizations have chosen to observe the sociological aspect of their business to improve their profitability. One of those hugely considered aspects that most of these companies choose to invest in is culture (Mullakhmetov, Sadriev, Krotkova, & Sharafutdinov, 2018). Although culture is not tangible, it plays a very crucial role in the success of any organization. This chapter defines the organizational culture, its nature, and its influence on employee communication satisfaction. In addition, the chapter also provides ways on how culture is created, transmitted and sustained within the organization.

2.1. Meaning of the Organizational Culture

Organizational culture involves the nature of work, workers' attitudes, office behavior and performance. An organizational culture, like any other culture, is nonconcrete, active and frequently delicate in its character (Almatrooshi, Singh, & Farouk, 2016). The influential nature of culture works to guide employees' behavior. For instance, employees who feel that their corporation honestly cares about them have a general better involvement at work, including more substantial commitment and sophisticated engagement (Valencia, Jiménez, & Valle, 2016). Organizational culture is determined by a system procedure and the organizational structure itself. There are seven characteristics of organizational culture, innovation and risk-taking, attention to detail, people-oriented, team-oriented, stability and aggressive.

There is no single accepted definition of organizational culture that is applicable in all contexts. The topic of organizational culture has received numerous attention and has been studied from different lenses and fields like anthropology, sociology, and management context. Some of the applicable meanings and definitions of organizational culture can be founded by the study (Kang, 2021) which defines organizational culture as a concept with a long and checkered history. The word has been used in the past by researchers and managers to imply the climate and practices that are inherent and developed in the organization and relate to their handling of the human resource, including the espoused values and credo of an organization.

According to the study (Hatch, 1993), organization culture refers to the shared basic assumptions that the group or employees learn as they solve problems related to external adaptation and internal integration. Hatch (1993) mentioned that culture takes time to develop. It should be long-held to be considered valid and be passed down to new employees who consider it relevant, thus shaping their behavior to think and feel about their inherent problems. Another definition of culture come from the study (Schein, 1985), which states that culture is the collection of traditions, beliefs, policies, and attitudes that define the context for everything practiced in the organization. This definition proves that an organization is a product of the inherent culture, and it is this culture that dictates the rules and behaviors of people within the organization.

Kang and Lee (2021) defined organizational culture as a complex whole that includes man's beliefs, art, morals, laws, habits, and other societal capabilities. According to this definition, organizational culture is thus dictated by the society in which the organization operates. Another definition of organizational culture is that it refers to a system of shared meaning held by members, and it distinguishes one organization from the other. Essentially, organizational culture plays a huge role in setting the pace for employee attributes, personality, and commitment to the organization. Organizational culture's essential characteristics include people orientation, stability, outcome orientation, stability, aggressiveness, attention to detail, and innovation and risk-taking (Bonkalo, Kornilovich, Mironov, Volodarskaya, & Tsygankova, 2021). Each of these characteristics that define the organizational culture exists on a continuum from low to high. Any organization can be described using these characteristics and contribute towards the satisfaction of the employees.

2.2 Levels of organizational culture

There are different levels of organizational culture depending on the visibility and the resistance to change of the culture. Many companies face the challenge of changing the organizational culture given the complexity of knowing which culture is firmly held and which are less important elements that shape the given organization culture (Ameen, Ahmed, & Abd Hafez, 2018). According to the study (Schein, 1985), there is a four-layer hierarchical model of culture that can categorize and identify the constituent elements of culture. The model includes shared assumptions, cultural values, shared behaviors, and cultural symbols.

In the model, the least important and visible level is the shared assumptions. According to Schein (1990), shared assumptions involve beliefs about the reliability of human nature and, in most cases, taken for granted and not firmly held by the organization. The next level is the cultural values and stands for assumptions, collective beliefs, and feelings about valuable, normal, good, or normal things. Cultural values vary from one organization to the other and dictate the type of communication in the organization. Among employees, cultural values may mean money or technological innovation, or even the well-being of the employees. The third level is the shared behaviors that include the norms that are easier to change than the values (Schein, 1985). The shared values are important since they bind the people together and make the flow of communication easy and coherent, yielding desired customer satisfaction (Di Stefano, Scrima, & Parry, 2019). Finally, cultural symbols are the most superficial level of organizational culture. Cultural symbols include jargon and slang, gesture, pictures, and other physical symbols that carry a given meaning within a culture. These levels of cultures are not final, meaning that in an organization, there are other subcultures and diverging cultures that may threaten the progress of the inherent cultures.

2.3. Importance of organizational culture

All organizations are products of their own cultures and have employees that either gladly associates with the culture or fail to associate with it. Culture plays a role in helping account for the variations among managers and organizations at both national and international levels. Cultures play a role in explaining why different employees perceive things in their way and perform things differently from other employees in the same organization. According to the prior study (Richard & Kang, 2018), culture can help reduce existing complexity and uncertainty in the organization by providing a robust framework through which employees associate with the management and hold dear the values held dear in the organizational culture. Additionally, culture makes it possible to make coherent decisions, which can make the organization progress since all employees have access to information and any communication or message that is passed across.

According to the study (Wang, Su & Yang, 2011), culture plays many roles in ensuring the organization's performance. Some of the roles include supplementing rational management, given that the creation of culture takes time to communicate and have people hold to it. Culture communicates to the employees through symbols, physical settings, and language; thus, culture supplements analytical management tools such as technology and structure. Another importance of culture is promoting a code of conduct (Wang et al., 2011). Having a code of conduct in place makes it possible for new employees to get socialized and indoctrinated according to the values and beliefs that the organization desires. Once a new employee enters an organization with a strong culture, they learn and observe the culture held by the existing employees, making them share beliefs, values, and assumptions unique to the organization.

Finally, subcultures contribute to organizational diversity (Prijol & Maxim, 2012). The subcultures are specific to departments, activity centers, or the different locations of the same organization. They provide sentimental meaning to employees in these macro-organizations and, when not looked into, can affect the organization in several ways. First, subcultures can promote an opposite sub-culture that is different from the organization's primary cultures and thus affecting the overall performance of the organization. Additionally, this makes it complicated to handle different situations when the whole organization is forced to adapt or face extinction. The second importance of sub-cultures is that they may perpetuate and make firm the existing culture. Finally, sub-culture may result in entirely parallel organizations in the same organization given how it impacts the values shared by employees.

2.4. Organizational Communication

Communication is a transfer of information from one person to another, either verbal or nonverbal. It is evident that communication is necessary for every organization to function. If the communication is poor, it isn't easy to discover resolutions to organizational tasks. The probability of efficient organization performance is influenced by good communication. August Busch, CEO of one of Americas greatest fruitful companies, is superbly known for an

interview with Forbes magazine in 1997. When enquired about the secret of his success, he said the key is to communicate (Kang & Sung, 2017). Communicating challenges in organizations arise in two general ways; (1) Exchange of information- this is how information is given, understood and applied all over an organization. (2) Interpersonal communication is how individuals comprehend each other, attitudes, concerns, values, and experiences (Warrick, 2017).

Informational and theoretical magnitudes of human communication can be lectured in two organizational contexts; concepts of communication and practical studies of the variety of consideration within organizations. Within the hypothetical perceptions, if communicators perspectives differ, then it is challenging to protect competent communication. Incontinency and incommensurable perceptions will influence communication collaboration and organizational effectiveness and challenge goals of performance. On the other hand, empirical studies have shown that theoretical communication is correct. Empirical studies have not only demonstrated the diversity of individual perspectives but have gone on ahead to explain why this is so and the consequences. Several studies have shown how communication barriers are triggered by personal and system-based influences and how these blockades have bad implications for organizational culture (Heath, 2020).

2.5. Organizational culture, employee communication satisfaction, and their relationship

Previous research has always shifted much attention to the role of organizational culture on employee level of satisfaction. Kang (2021) revealed that organizational culture affects the working environment and consequently employee's attitudes. Similarly, Kang (2021) also discussed that good communication makes it possible to inform employees about their roles in the organization, expectations from the organization, thus making clear their roles and responsibilities thus boosting their communication satisfaction. Therefore, the majority of the researchers interested in organizational culture have concentrated on the role of culture in impacting employee performance. The majority of this research fails to address the need to have a culture that embraces sound communication for guaranteed employee satisfaction.

Companies continue to spend a lot of their resources training employees who later fail to get the much-needed satisfaction, thus joining other competitors. Given the high training costs, having employees leave their work posts and join competitors is expensive for any company that desires to make a name in the industry. Leaders and organizational managers are always in constant search to find better strategies that may benefit the organization and lead to a sound culture that advocates for effective communication and guaranteed customer satisfaction. The literature review results show that the majority of researchers have concentrated on finding the role and importance of organization culture to the organization and employee level of performance, ignoring how organizational culture affects employee communication satisfaction. All organizations need to fulfill their mandate of generating substantial sales and making profits. This can only be achieved when the employees are introduced to an organizational culture that advocates for effective communication and guarantees employees a swift flow of information regarding company expectations and employee roles. Therefore, it is essential to acknowledge that organizational culture has a massive role in dictating employee communication satisfaction and thus the essence of research in this particular field.

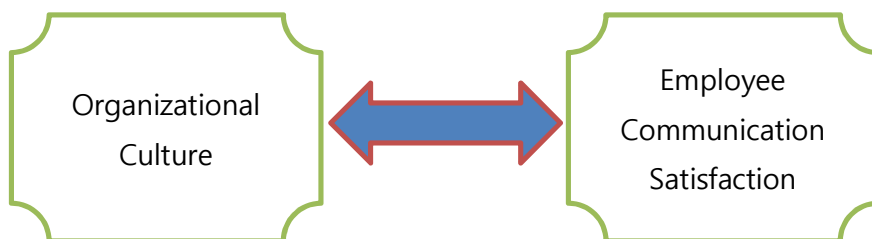


Figure 1: Research Model

3. Research Methodology

Qualitative content analysis is a research method used to research the presence of specific themes, words, or concepts in a given qualitative data (Mayring 2015). Researchers use content analysis to quantify and analyze the availability, the meanings, and the relationship of such specific themes, words, or concepts. The qualitative content analysis uses unobtrusive research to investigate spoken, written, and visual data without explicitly mining data from participants. Ideally, content analysis hardly allows the researcher to interact with participants. Researchers in qualitative content analysis investigate data from books, text messages, videos, audios, and Facebook posts, among other sources. Single research may study a couple of text forms, with the researcher using content analysis to code the text into simple code categories for efficient analysis. Once the coding of the text into code categories is complete, the researcher can continue to code the text into more code groups to summarize the information further.

While qualitative content analysis is a standard method for analyzing data in nursing science studies, the trustworthiness of its usage is yet to be systematically evaluated. The demand for effective and efficient methods for assessing content analysis research is on the rise, with the conversation about the quality of the findings in qualitative content analysis taking shape. Researchers have published a handful of articles concerning the validity and reliability of the quantitative content analysis, but this is hardly the case for qualitative content analysis. Notably, there are more standardized processes to aid researchers in conducting quantitative contentment analysis as compared to the procedures in qualitative content analysis. Qualitative content analysis is one of the few available qualitative procedures used by researchers to analyze data and interpret its meaning (Seong, 2021; Choi, 2021). Qualitative data analysis represents an objective and systematic process for describing and quantifying data as a research process. The main advantage of using QCA is that researchers use this method to simplify data into concepts that describe the research problem by developing categories, a model, concepts, a conceptual map, or a conceptual system.

The abstraction process is a stage in QCA where the researcher develops concepts. While some aspects of QCA are readily discussed, the activity is partially dependent on the insights or intuitive action of the researcher and thus may give the researcher a hard time describing the aspects to others. To enhance the report's validity, the researcher is expected to explain how he acquired the results and findings, enabling the reader to follow through with the analysis, findings, and conclusions. Researchers can use QCA in both an inductive and deductive manner (Mayring 2004). Notably, both inductive and deductive content analysis procedures follow the three primary stages of preparation, organization, and reporting of results. In the preparation stage, researchers collect suitable data for content analysis, make sense of the data and choose the unit of analysis. The organization stage in the inductive approach allows the researcher to conduct open coding, develop categories and abstraction. On the other hand, in the organization stage in deductive content analysis, the researcher uses categorization matrix development to review data for content. Additionally, the researcher codes the data to correspond with the identified categories. The role of the categorization matrix is to ensure that the categories hardly represent the concepts and thus validating the findings of the study (Graneheim, Lindgren, & Lundman, 2017). The reporting stage allows the researcher to discuss the categories describing the problem using an either inductive or deductive approach.

In this study, the current author will conduct a qualitative content analysis. Qualitative content analysis is a research method used to research specific themes, words or concepts in a given qualitative data. Researchers use content analysis to quantify and analyze the availability, meaning and relationship between particular themes. For the study of communication, the author used journals, books mostly from 2016 to 2021 on organizational communication. The author used ten articles on a similar topic to determine the relationship between organizational culture and organizational communications, and grouped the journals and articles into three dimensions. Dimension one contained journals and articles which agreed; dimension two journals and articles disagreed, while dimension three didn't answer the question. Of the ten articles, seven decided that there was a strong relationship, two disagreed, and one didn't answer the question. Of the seven that agreed, they tackled organizational communication as relationship to superiors, relationship to subordinates, communication quality and organizational perspective and organizational culture as innovative culture, competitive culture and community culture.

4. Results

Out of the 10 materials used more than half; seven suggested that there was a positive relationship between organizational culture and organizational communication. it was evident that organizational culture and organizational communication is an optimistic affiliation. An increase in the gratefulness of organizational culture is an increase in

the appreciation of organizational communication. Therefore, organizations should be open to their employees and stimulate the innovation of creativity of the employees.

The role of organizational culture on employee communication satisfaction is a pertinent issue that must be addressed and analyzed to help organizations make the desired profits and productivity. Similarly, the role of employees cannot be emphasized enough given their driving force and efforts that see that the missions and objectives of the organization are met. Nevertheless, it can feel overwhelming to stay on top of corporate compliance issues and effectively communicate relevant instructions to employees. With poor communication, employees face an array of difficulties that make them unable to fulfill their responsibilities and thus lack employee communication satisfaction (Keyton, 2010). Employees constantly need to be engaged and offered guidance on what exactly they need to do. This means that the organization should have a robust culture pegged on transparent and efficient communication. Depending on the situation present or the organization's size, creating an organizational culture that strives on communication strategies such as email, phone conference, video meetings, and in-person staff meetings can improve communication and employee satisfaction.

According to the study (Syakur, Susilo, Wike, & Ahmadi, 2020), good communication can boost teamwork and lead to project collaboration. It ensures that the management and the team below are on the same page and that information flows swiftly without hindrance or alteration. The roles of communication in the organization are numerous and include improved performance. The prior study (Gochhayat, Giri, & Suar, 2017) noted that the better a company or organization communicates, the easier it is for the company to reach the much-desired objectives. Rather than creating a scenario where employees constantly have to guess their next course of action, creating a culture with great communication helps the employees perform better and quicker, improving the organization's productivity and employee satisfaction.

Another role of communication is to help build stronger teams. According to the study (Choren, 2015), less than a third of the employees in America are engaged and dedicated at work. Similarly, the research also shows that having friends at the workplace or office boosts the employee's level of satisfaction by over 50 percent (Choren, 2015). When the employees bond together, their unity and ability to work together dramatically improves. Creating a culture that holds dear sound communication is important to help the employees bond and create a united workforce that efficiently works to achieve specific goals at the end of any set cycle. Finally, robust communication channels dictated by a sound, sane culture lead to employees' better ideas. Although the phrase "two minds are better than one" may sound like a cliché, it is still applicable for any organization that desires to achieve productivity and results. Organizations invested in their communication channels have benefitted from employee collaboration. This has earned these organizations a market reputation and reduced employees feuds and turnover rates. Despite all these benefits that can be achieved by organizations that have adopted sound cultures that have effective communication channels, many organizations still grapple with the lower employee satisfaction described by higher turnover rates and poor performance. The following solutions can help organizations develop organizational cultures that can contribute to employee communication satisfaction.

4.1. Start building the culture from the Foundation

When the organization is formed, the most important thing is to start by developing a strong and desired culture. In many cases, what the founders of the organization envision as the actual value of the organization shifts to become the inherent culture that dictates the organization (Nelson, Taylor, & Walsh, 2014). Building a solid foundation in the organization involves looking at the employees' roles and ensuring that they are part and parcel of the organization. According to the study (Nelson et al., 2014), the looks and the visions of the company transcends from the founder's individuality. This means that regardless of the challenges that are facing the organization, it will stick with the set culture and thus achieve the desired success. Right from the type of employees the organization hires, it should ensure that it hires the right talent with the right motivation to keep going regardless of the situation.

According to the study (Naderi & Jadidi, 2014), each organization carries the traits of the employees and their understanding of the corporate structure and behavior. Therefore, it is imperative to diligently create a culture that goes well with its vision and values. This way, it will be easy to help the organization stand tall among other organizations. Essentially, any organization that desires progress orchestrated by the employees' level of satisfaction should thus invest in hiring the right employees. They fit with the ideologies of the organization (Cascio & Scott, 2017). Wrong hiring can be detrimental since the employees will feel less engaged and thus negatively impact the whole culture and even other employees. Creating a culture that strives on employee communication satisfaction should, in essence, begin with a strong foundation and the proper hiring of employees with the same vision of the organization and those who fit the organization's culture.

4.2. Establish a culture with baseline communication standards

As indicated by the prior study (Khan, Mariyum, Pasha, & Hasnain, 2011), most employees work in a culture that fails to inform them of their obligations each time. Many employees retire from their jobs not knowing their responsibilities the following day. This not only makes the employees lazy but also disorients their planning for the following day. In a study conducted by the prior study (Parke, Weinhardt, Brodsky, Tangirala, & DeVoe, 2018). Parke et al. (2018) on the role of planning on employee performance, the results showed that proper planning by employees played a significant role in improving their motivation and performance in dynamic work environments. Therefore, any organization that gears towards ensuring employee communication satisfaction should ensure a culture that informs rather than leaves the employees to figure out their responsibilities. This can be achieved by setting standards and channels to communicate employee responsibilities. This way, the organization will build a solid culture in which future communication efforts can be built. Creating such a culture will involve factoring in the modes and channels through which reports are submitted to the employees' bosses, the board directors, and any interested stakeholders (Nelson et al., 2014). Ensuring that there is swift communication flow, transparency, and reliability creates a culture destined to offer employees much-needed communication satisfaction.

4.3. Create a safe space for communication

Creating a culture that embraces employee contribution makes it easy to have the employees engaged and satisfied. According to the prior study (Etchegaray & Thomas, 2015), most employees report that they feel comfortable and satisfied with organizations that allow them to voice their opinions, offer their ideas, ask questions, share criticism, and report issues. Regardless of the angle in which you address this issue, from direct reports and leadership or colleagues and team members, organizations need a culture with a safe communication environment at all levels and directions. In terms of direct reports, the organization's culture should encourage the employees to report issues to their bosses, knowing that they are safe and protected to do so within any set standards mentioned.

Additionally, when it comes to the organization leadership, the culture created needs to offer the employees freedom to face the leadership and amicably have avenues that can be used to solve any rising or existing problems. Additionally, the organization should also embrace an ethical horizontal communication channel where more emphasis is made on the personal skills of the employees. The organization should create a culture that advocates for the need of employees to support each other and thus create a haven where each employee feels satisfied with the organization (Felipe, Roldán, & Leal-Rodríguez, 2017).

4.4. Creating a culture that is consistent and constant

Employees desire to work in an environment they are well familiar with and not an organization that changes its rules every morning. Employees should rely on consistent communication in the workplace since it boosts their morale and self-esteem. By having the organizations develop a sound and consistent culture, employees would feel satisfied knowing that they report to the same environment each rising day. Zhang, Li, and Wei (2008) described that they do not always make the employees guesses and are overwhelmed with too many channels. Always activate a culture where employees know when to expect new changes and big announcements in the organization and the go-to source for getting the updates. Such a culture should make the employees aware that organization meetings, emails, and calls are essential, and they should look at no point without a proper reason to miss such meetings.

Organizations that desire the much-needed performance and employee satisfaction need to invest in proper communication and communicate with employees when the organization is in a crisis (Kearney, 2021). The employees need not be afraid when any meeting is scheduled because such meetings carry bad news every often. Essentially, the organization should create a culture that advocates for a safe environment where employees are accustomed to hearing what is going on around the organization and being informed of any necessary developments. Good communication is one of the many solutions that can ensure the employees are motivated and have the proper satisfaction making them perform to the organization's benefit.

4.5. Create a culture that leverages technology the right way

It is impossible to ignore the role of technology and the shift in culture brought about by technology in different organizations. Advances such as email have leveraged traditional organization ideals such as meetings. While these

innovations have played a role in saving time, reducing paper costs, and making the organizations environment friendly, they have primarily contributed to losing inherent organization cultures (Fernandes, 2018). The use of these innovations, such as emails, has posed a challenge to many employees. Just because the organization sends a tonnage of emails to different employees, it does not mean that all the employees can comprehend the contents of the emails or even adjust their day-to-day schedules in the way the organization wants (Cheng, 2018). Sometimes, even employees do not get access to some of the emails or text messages sent by the organization putting the whole operations of the organization in jeopardy.

Organizations should therefore aim towards embracing practical and more convenient methods in conducting their operations. Creating a culture that advocates for physical meetings, controls mobile communications, emails, and makes the internal document available is poised to benefit from improved employees satisfaction. The organization should strive to have a culture that has broken down communication silos and has all employees included in decision-making (Stone, 2004). Finally, the organizational culture created should ensure accountability where all employees understand their responsibilities and work knowing when they are responsible for mistakes and success achieved in the organization.

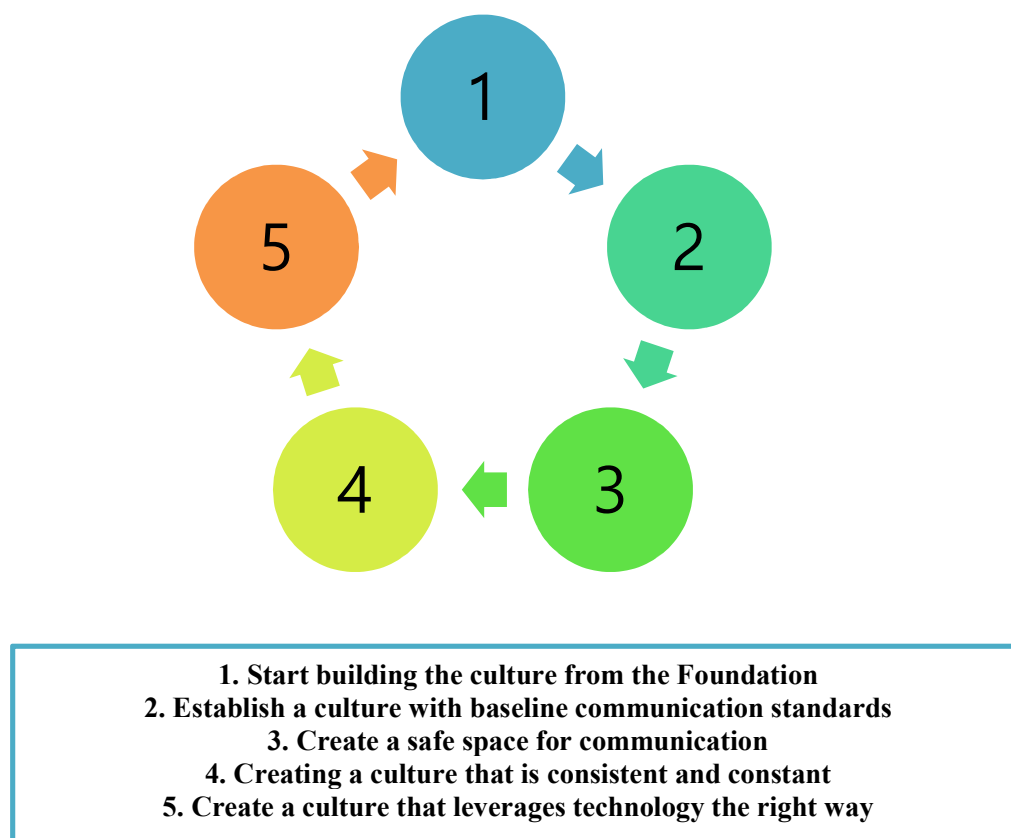


Figure 2: Research Findings

5. Conclusion

In conclusion, the study verified that the rapport between the organizational culture and organizational communication is one of interconnection and of equal impact. In this respect, it can say that culture is conveyed using communication and that communication is definitively influenced by organizational culture. Every employee performs well where they think they are being appreciated and their efforts are rewarded. On the other hand, different

organizations have instilled different organizational cultures to ensure they promote the level of satisfaction of their employees in order to yield them an improved employee performance and overall organizational performance. The organizational culture held in any organization is depicted through the norms, beliefs, behaviors, language, and symbols, all of which are transferred to the employees. This means that organizational culture has a tangible and profound impact on employee communication satisfaction and influences the choice of employees to decide and remain in the organization and perform or choose to search for other employment opportunities where they can be satisfied with their organizations and roles. Based on the findings of this research, the conclusion is that there is a strong positive correlation between the impacts of organizational culture and employee communication satisfaction. The findings of this study indicate that the organization's culture is an important element that dictates employee level of commitment to their work and the organization, their job satisfaction, and their retention in the organization. This means that having a positive organizational culture implies employee commitment, job satisfaction, and decreased employee retention, which eventually increases the organization's performance. For organizations, it becomes easy to develop positively given that all the employees are motivated in the right direction. Similarly, a robust organizational culture makes it possible for all new employees to adapt to the organization's culture and feel as if they are in a united family joined by a sound culture that yields all employees a much-desired communication satisfaction.

The study findings indicate that organizational culture plays a massive role in the performance of the employees, making them satisfied with themselves and the organization and thus causing them to improve their productivity. The following are the implications of creating a strong culture that embraces employees' roles and yields them the much-desired communication satisfaction. Creating a sound organizational culture that ensures the employees are satisfied results in proper time management. Projects will be accomplished at the right time and with the right expectations since all the employees are motivated. The employees will be informed about their roles in the organization or the project with the communication channels in place. They will have a self-drive making them accomplish the projects in the shortest time possible. Additionally, it would be possible to set realistic deadlines that the employees gladly strive to accomplish in their work—creating a hell-bent culture on employee satisfaction results in shorter production cycles and more efficiency.

The organization would also make profits given the level of motivation from the employees. By recruiting a team of skilled employees and having them associate with the created culture, the organization's success will be inevitable. The employees will work and provide their best versions to ensure that deadlines are met, set procedures followed, and projected profit or production margins are reached. Additionally, with the proper flow of information, elaborate communication channels, and the right level of accountability, the company will reduce instances of wastages and theft and thus reducing operating costs. The employees will get equitable rewards to inform of benefits and correct accreditation in case of inventions or the creation of new ideas in the organization. The employees will work as a unit and strive to provide results for their own benefit and the company's benefit. Similarly, the retention rate will be high, and incidences of employees moving from one company to the other will be lowered. This would give the company a positive boost on their expenditure in hiring and training of new employees. A strong organizational culture will not only lead to employee communication satisfaction. However, it would also lead to market competitiveness of the organization and make it able to compete with other rivaling competitors in the market. Therefore, this study is relevant and adds to the already done studies on the role of organizational culture on employee satisfaction. The study provides the needed insights on how organizations can effectively initiate a communication-cognizant culture that sees employees as worthy resources and should be respected for effective organizational performance.

Despite the meeting its aims of analysis the impacts of organizational culture on employee communication satisfaction, the study faced several limitations, which include. During the research, the present author was faced with many changes. The lack of enough materials to complete the qualitative content analysis was a significant problem in the study. It was hard to get articles that were up to date since there are not many pieces of research on the relationship between organizational communication and organization culture. Also, it wasn't easy to access libraries considering that the author had to have a membership card to access library materials. The second major problem was inadequate finances to conduct the research. Getting library membership cards, transport and getting materials to write the analysis was limitations. Thirdly, research is time-consuming and tiresome. Lastly was accessing individual-level data. With sensitive and confidential information, it is notable from the articles and journals that the institutions provided aggregate data. Therefore, it wasn't easy to access complete information on the relationship.

The concept of organizational culture is broad and requires a deeper analysis to be conversant with all relevant concepts that might affect employee satisfaction. This means that the fundamental research needed more analysis to try and be specific on the areas in organizational culture that may impact employee communication satisfaction. Additionally, numerous secondary data provide answers to the whole question of organizational culture, some that might not be relevant given the changes in business models. Future research should be specific to a given niche or company to find current issues that define organizational culture. The study has majorly relied on secondary studies

conducted in different regions and for different objectives. This makes the study more reliant on secondary data and without an actual population of the study. The study would have been conclusive with actual data on how employees perceive the role of culture on their communication satisfaction. Therefore, future research should not be limited to peer-reviewed journals or publications. Instead, it should involve gathering data to help understand how employees perceive the role of organizational culture on their level of satisfaction.

Organizational culture and communication are an essential part of every organization. therefore, it is recommended to (1) improve the organizational culture using adequate communication practices, (2) Organizations should make sure their employees feel appreciated so that it doesn't affect the organizations, (3) Communication that supports the members of the organization should be enhanced, (4) Superiors of all organizations should ensure they communicate with their subordinates more often and more softly, and (5) A further extensive research on the impact of the relationship between the two should be done.

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