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# Enhancing Organizational Culture Through Business Communication

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## **Abstract**

This paper describes an action research undertaken to establish the connection between effective communication and organizational culture. Considering the fact that we engage in communication on a regular basis, regardless of our location, including our workplaces, it can be inferred that communication is an integral aspect of our everyday conduct. Our habits, conventions, standpoints, and value systems are revealed through our daily behavior, which serves as a reflection of the beliefs and principles we have embraced. The paper successfully addresses the difficulty of identifying organizational culture within specific parameters and demonstrates the correlation between corporate communication and organizational culture. This research conducts a thorough analysis of existing literature and case studies to investigate different communication tactics and their influence on the formation and strengthening of corporate culture.

**Keywords:** Business Communication, Organizational Culture.

## **Introduction:**

From a very young age, we acquire the ability to communicate. It is intricately connected to the supplementary aspects that the family imparts to its child, encompassing family, societal, or national culture. The individual's cultural background, shaped by their social interactions and educational experiences, influences their behavior as they join a new organization.

The culture of behavior encompasses a blend of manners and acts that individuals employ to express themselves in their environment. Each person is unique as they embody a blend of diverse cultural factors, including familial, societal, educational, and both formal and informal organizational influences.

Organizational culture encompasses a fundamental collection of attitudes and practices that are collectively embraced by the organization's members and shape their conduct. The reference is from Engelen et al. in 2014. The organizational culture is evident to clients who often interact with staff, through the dominant mode of communication and other observable communication patterns. This phenomenon serves as an indicator of either positive or negative organizational culture and plays a role in shaping the reputation of the company. Every company aims to establish a distinct image and promote its brand or products, but this cannot be accomplished without effective communication as an integral element of the corporate culture.

The importance of organizational culture in determining the performance and sustainability of a business is becoming more widely acknowledged. Organizational culture refers to the set of rules, beliefs, symbols, and rituals that influence the collective behavior and thinking of employees in a company. Efficient business communication acts as a catalyst for cultivating and enhancing organizational culture by promoting mutual comprehension, encouraging openness, and establishing trust among stakeholders. This study seeks to explore the connection between business communication and organizational culture, emphasizing the importance of communication in establishing organizational identity, promoting employee engagement, and enhancing performance.

### **Introduction of Business Communication**



(Source: <https://www.freepik.com>)

Communication is universally recognized by scholars and academics as the fundamental essence of an organization. This is because communication is necessary for the exchange of information, opinions, plans, proposals, agreements, decisions, orders, and sales (Blalock 2005).

Effective communication is crucial for the success and expansion of a business (Udegbe et al., 2012). Business managers and business educators largely acknowledge that communication skills are very valuable to both people and firms (Conrad and Newberry 2011). Business communication refers to the exchange of information within an organization, including details on its products, services, clients, and co-workers. Communication is the act of creating, sending, receiving, and understanding messages in various interpersonal, groups, public and mass communication settings using written and spoken methods. This form of communication is directed towards coordinating endeavours that will enable the members of the firm to achieve financial gain. (Safran, 2010).

Business communication occurs both internally and externally, within the framework of the organization. Efficient corporate communication is crucial for effectively managing and coordinating the resources of a company to achieve goals. This communication can take the shape of formal or informal methods (Hynes 2005). Informal communication is not constrained by the workplace or hierarchical structure, in contrast to formal

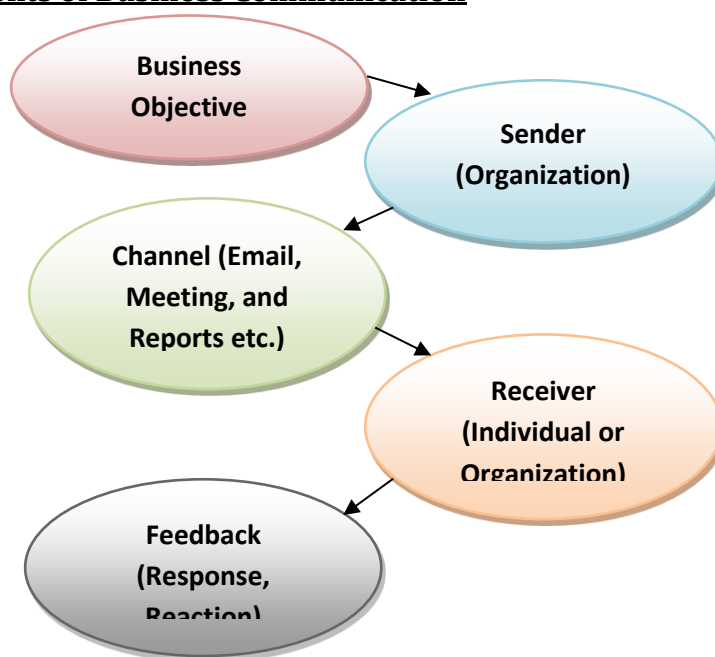
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communication. This communication, regardless of its form or location within or outside the company, is conducted expeditiously.

Vertical communication, which occurs between a superior and a subordinate, is typically formal, in contrast to lateral communication, which is predominantly informal.

The acquisition of business communication education is clearly influenced by the home environment rather than being inherently acquired through a personality attribute. Education skills are essential tools for achieving corporate success. They demand rigorous training and practice to develop strong communication fluency in the workplace. Business communication education is the flow of information to promote the goals, aims, mission, and vision of an organization, with the ultimate objective of increasing the organization's profit (Coffelt et al., 2016).

### **Key Elements of Business Communication**



**Figure 1 Flow of Communication Chart**

This figure illustrates the progression of information exchange within a corporate setting. The communication process is initiated by the business purpose. The sender, who represents the company or individual starting the communication, creates a message to communicate information relating to the purpose. The message is subsequently conveyed through several channels, including email, meetings, reports, and others, in order to reach the recipient, who may be an individual or another organization. After receiving the message, the recipient analyzes and comprehends it, and may offer a response, therefore concluding the communication cycle.

### **Theories on Business Communication**

Berlo's Model of business communication focuses on the emotional component of a specific message, which is a revised version of Aristotle's communication model. Berlo's approach is based on the SMCR model, which stands for Source, Message, Channel, and Receiver. The Source refers to the origin of the information, the Message is transmitted by a signal, the Channel is the means through which the signal is sent, and the Receiver receives and decodes the message. The model consists of four fundamental components: the source, message, channel, and receiver (Sitkin, Sutcliffe & Barrios-Choplin, 1992). Each of these components is divided into five factors that have a significant impact on the entire communication process.

Source	Message	Channel	Receiver
S	M	C	R
1. Communication Skills	1. Elements	1. Seeing	1. Communication Skills
2. Attitudes	2. Structure	2. Hearing	2. Attitudes
3. Knowledge	3. Content	3. Touching	3. Knowledge
4. Social System	4. Treatment	4. Smelling	4. Social System
5. Culture	5. Code	5. Tasting	5. Culture

**Figure 2 Components of Barlo's Model**

(Source: youarticlelibrary.com, 2020)

The source encompasses various components, including communication skills, attitude, knowledge, social structure, and culture. In order to make a strong impression on the listeners, it is essential for an individual to exhibit exceptional communication abilities. A positive mindset has the potential to leave a long-lasting impact on the audience and ultimately lead to personal success. Having the expertise to understand and explain the information being presented is crucial in order to be considered an informed and articulate speaker. In order to ensure the audience's comfort, it is important to uphold a social system that includes cultural values and attitudes (Sitkin, Sutcliffe & Barrios-Choplin, 1992). The text and elements of the message section should be concise and highly effective. The sender should also prioritize the treatment of the communication, including recognizing the significance of the given message and how it will be managed. Incorrect coding can completely alter the intended message, making it a significant risk. The channel segment refers to the medium through which information flows. Finally, the receiver component can be described as the process of decoding. Both the speaker and the receiver must maintain a shared understanding and agreement.

**Ethics in Communication**

Ethics is a collection of fundamental ideas that determine what actions are considered morally right or bad. Ethical decisions are made by considering both general principles of morality and the specific circumstances in which the decisions are made (Johnson

2001). When an employee engages in conversation with a client or coworker, it is ethically expected that they present accurate information prior to attempting to convince the client or coworker to follow a specific course of action.

An individual's personal ethics are influenced by their cultural background, past experiences, and the society in which they were raised and educated. Every person possesses a unique combination of personality traits, values, and moral principles that empower them to behave in an ethical manner. Personal ethics encompasses individual concepts such as "affection, benevolence, and regard for the inherent worth of every human being...in the exertion of authority" (Kirman 1992). Personal ethics pertains to the individual, whereas ethical principles pertain to the group. They exhibit commonly held beliefs that are not necessarily codified but are universally regarded as correct within a society. Many individuals consider theft to be morally incorrect and hence refrain from engaging in such behavior. When a substantial number of individuals reach a consensus on a fundamental concept, it frequently becomes incorporated into the legal framework.

The attitudes of individuals within a particular profession remain consistent, regardless of whether they are expressed verbally or in writing. Certain professions have established formal codes of ethics. A proficient code of conduct improves social responsibility and elucidates the standards and principles that the firm aims to respect (Stevens 2009). For instance, in the field of medicine, there exists a codex that all doctors are obligated to adhere to. It is widely recognized that prior to entering this profession, doctors take an oath to uphold the ethical codex of their profession.

Ethics is fundamental to both our professional lives and society as a whole. It shapes the public perception of the business community and influences the behavior of particular organizations and individuals (Ciulla, Martin, and Solomon 2011). Each organization, comprised of individuals with their own unique personal and professional values, establishes an organizational identity based on the adherence to these ethical principles in their work. The company's code of ethics mandates that employees conduct themselves properly in various communication scenarios, particularly when interacting with clients and colleagues. Therefore, in the professional environment, individuals are required to possess moral imagination and the bravery to make ethical decisions. Dishonesty is readily detectable and, despite being a characteristic of an individual's behavior, it may significantly undermine a company's reputation. It is unnecessary to emphasize that constructing an image, particularly the image of an organization, is a challenging task, but destroying it is effortless. Hence, it is indisputable that ethical communication and making organizational decisions in accordance with ethical principles are of utmost importance.

While it is crucial to prioritize honesty and appropriate conduct towards clients and coworkers, it is important to note that honesty extends beyond these relationships. The personnel must exhibit honesty towards their supervisors.

## **Communication with Clients**

Communication primarily occurs through face-to-face interactions and phone conversations, although it should be noted that technological and written forms of communication are equally prevalent.

Every functioning organization exists for the purpose of achieving the collective objectives of its members. All of these objectives are focused on fulfilling the requirements of the clients, regardless of whether it is a service or a product. The existence of an organization is contingent upon its clients, as they are the primary catalyst for its establishment. Without clients, an organization would lack the fundamental purpose to employ workers.

The extent of clients' loyalty can be largely attributed to customer satisfaction, trust, and communication (Ball, Coelho, and Machas 2004). Therefore, it is evident that client satisfaction is crucial, and the everyday business communication between staff and clients plays a vital role in achieving this.

## **Customer Service Culture**

Building a behavior culture toward consumers is a top priority for firms that have placed their clients as a priority. This is why it's not uncommon for them to hold seminars on customer service for their staff. Employees are encouraged by supervisors to think of innovative ways to interact with customers. Every employee is evaluated based on their approach to clients, and those who successfully resolve specific issues are given special recognition, which reinforces the responsibility they have taken on.

Companies whose rules are designed to benefit their clients make sure their staffs understand the policies, what they mean, and what is expected of them in their role as employees. Companies like this frequently give their workers a lot of leeway when it comes to dealing with customers; for instance, they may be able to offer a discount, replace broken equipment with a new one, etc.

Contacts with clients, whether in person or through electronic means, are opportunities for the employee to make a positive impression.

## **Interaction with Clients**

Client interactions are integral to several aspects of our lives, ranging from healthcare and auto repair to banking and secretarial support. These interactions have become a substantial part of our daily routines, and their nature can greatly influence our overall quality of life (Ford 2001).

The encounter commences as soon as the client establishes visual contact with the employee. Therefore, it is incorrect to assume that if the client did not request a service, they did not have any needs. The impact on the client can rapidly disseminate through

modern, effective electronic communication methods. Therefore, it is crucial that the client's perception is pleasant. A positive image can transform the client into our advocate for promoting our services or products, essentially becoming our marketing agent.

Considering that clients have the ability to share their positive or negative experiences with the company, it is crucial for every employee who interacts with clients to be mindful of creating a pleasant environment that makes clients feel welcome and satisfied.

Upon the arrival of a client, all other tasks should be set aside and undivided attention should be given to the client. In order to provide a favourable impression, it is necessary for the room to be both clean and orderly. Given the variation among customers, it is crucial to carefully monitor them and promptly evaluate their preferences. For instance, certain customers want to browse alone, but others prefer to be approached with product recommendations. When a client must unavoidably wait to be serviced, it is advisable to communicate the cause for the delay, provide a pleasant environment throughout the wait, and be prepared to offer an alternative solution if the client cannot wait.

Maintaining casual eye contact with the client is beneficial as it allows for fast assessment of their wants while also demonstrating proper respect.

Companies that prioritize customer satisfaction must ensure that their staffs receive training to deliver high-quality service. Consequently, they should possess the capability to provide diverse items to various individuals. Quality service is a consistent blend of civility, attentive listening, and personalized attention.

Within a service-oriented framework, the significance of customer service to service firms necessitates the recruitment of competent service professionals, which plays a crucial role in the organization's performance (Baydoun, Dale, and Emperado 2001). Hence, it is crucial for firms to enhance and modify their methods of communication and contact with clients in order to accommodate the swift evolution of service orientation (Ford 2001).

### Organizational Culture



**Figure 3 Organizational Culture**

(Source: <https://www.dreamstime.com>)

The "normative glue" that holds an organization together is its culture (Tichy 1982).

Some writers classify notions of organizational culture into two categories. Fundamental assumptions, beliefs (attitudes), values, and behavioral standards are defined in the first set of definitions that focus on the cognitive aspects of organizational culture's content.

These explanations put an emphasis on the idea of company culture as a philosophy that employees act out in accordance with. The second set of explanations concerns the tangible aspects of corporate culture. The most obvious aspect of a company's culture is its material symbols. Repetitive actions, obvious interactions, communication language, metaphors, jargon, symbols, and physical objects are all outcomes of culture's employed value.

Members of an organization's culture have formed and embraced a set of shared assumptions, values, conventions, and attitudes—represented through symbols—that guide their daily lives and the decisions they make in response to external stimuli.

Through the cumulative effect of all organizational factors and managerial decisions, organizational culture has a direct bearing on the organization's success.

The culture of an organization has an effect on its management and operations. First and foremost, this necessitates factoring in the organization's strategy with each choice. Because every employee, when joining the company, accepts and eventually internalizes the cultural values and conventions as his or her own set of rules, principles, and standards of conduct, this is also related to the control over employee behavior.

A company's culture and its structure are interdependent. The top managers who will be responsible for designing the organization's structure must begin with their shared assumptions about the people, the company, and the environment.

Organizational culture is also related to employee motivation. Clearly stated value systems for career advancements in firms with strongly stressed cultures actually compel employees to individually appraise themselves and strive toward certain promotions according to their personal wishes and aspirations. Because of this, they are compelled to feel intrinsic motivation for their job.

### **Strength of Organizational Culture**

For corporate culture to be recognized, it is necessary for the employees to generally embrace and actively apply the assumptions and value systems. Regarding the number of employees affected by the implementation of organizational culture, some theorists argue that organizational culture is either strong or non-existent. Under such circumstances, the subcultures experience a heightened level of strength. The source cited is Hatch and Zilber's work from 2011. However, some theorists argue that a weak



organizational culture does not necessarily imply its complete absence within the organization.

Organizational performance is a crucial concept in the field of management study. Examining previous research indicates that organizational performance is understood as a complex notion that is primarily influenced by stakeholders, diverse product market conditions, and the passage of time. (Richard et al., 2009)

Given that the primary objective of any organization and its management is to achieve exceptional organizational performance, it is anticipated that scholars will focus on assessing the potency of the organizational culture, as a robust culture is known to enhance organizational performance. The relationship between organizational culture and organizational performance becomes evident when we recognize that the value systems, dedication, and motivation are integral components of the organizational culture. Organizational culture can create a durable competitive advantage under three specific conditions: firstly, the culture must be viable; secondly, the culture must be rare and possess unique features; and thirdly, the culture must be difficult to replicate exactly. Therefore, a strong organizational culture eradicates detrimental factors, such as destructive conflicts, and instead channels the employees' energy towards achieving the organizational objective.

### **Conclusion**

The report focuses on a rigorous research segment that examines business communication within the framework of developing the organizational culture. The difficulty in measuring this category necessitates a careful and descriptive approach throughout the study.

Business communication is an essential aspect of every functioning firm, involving all employees and others interacting with the company. Typically, daily activities are performed in a routine manner with little emphasis placed on them. In fact, they transform into a tangible representation of an existing organizational or personal culture that is being developed. The company's success, whether it be in terms of its reputation or branding, is directly attributed to the cultivated corporate culture. The significance of organizational culture is crucial for achieving success in the corporate world. Through effective communication and exemplary conduct, the personnel skilfully establish a rapport with both clients and colleagues. The responses unequivocally indicate that both clients and workers are highly satisfied with the mutual cooperation. As a result, they enthusiastically suggest the company to other potential clients who may benefit from their services.

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