

# Decoding the Language of Strategy: The Role of Interpersonal Communication in Shaping Organizational Culture

Elizabeth Asomani Obeng<sup>1</sup>, Peter Agyekum Boateng<sup>2</sup>, Comfort Agyekum Boateng<sup>3</sup>

<sup>1</sup>School of Communication and Media Studies, University of Education, Winneba, Ghana

<sup>2</sup>École Supérieure Universitaire St. Clements & Commonwealth, Seme-Kpodji, Benin

<sup>3</sup>Valley View University Hospital, Oyibi, Ghana

DOI: <https://dx.doi.org/10.47772/IJRISS.2024.802027>

Received: 15 January 2024; Revised: 27 January 2024; Accepted: 31 January 2024; Published: 02 March 2024

## ABSTRACT

This study looks at the impact of interpersonal communication on the culture of an organization, narrowing down to how employees respond to strategic messaging from top management and interpret it in their everyday actions. By means of a systematic review of literature, this study meticulously examines current empirical research via thematic synthesis for better understanding of the subject. The key findings emphasize the need for proper planning in strategic communication, also touches on leadership's communicative style which affects organizational culture and talks about informal networks as a tool for shaping organizational understanding. In conclusion, this study argues that organizations should clearly articulate their strategic messages in line with their values, leaders should be empathetic in their communications and they should use informal networks to integrate cultures effectively. Practical implications include recommendations regarding strategic communication planning, enhancement of leadership development programs, and cultural sensitivity training. It is recommended that future researchers should overcome the limitations by addressing cultural and contextual variability as well as exploring the impact of emerging digital media tools on organizational dynamics.

## INTRODUCTION

In the realm of modern organizational dynamics, the language of strategy, as articulated through interpersonal communication, emerges as a cornerstone in shaping organizational ethos and practices. The complex interaction between strategic messaging and daily interactions among employees and leaders is not merely a backdrop but the very foundation upon which organizational culture is built and sustained. Bîrsan and Cepraga (2023) emphasize the indispensability of communication in all facets of social life, asserting its critical role in the functionality of social organizations. Hurtada and Oliva (2023) further highlight the influence of writing strategy and social media on interpersonal communication skills, suggesting that these factors significantly impact how strategic messages are perceived and acted upon within organizations. Additionally, Tarigan and Stevani (2021) explore the interpersonal communication strategy between doctors and patients, providing insights into how different communication approaches can shape perceptions and behaviors in various organizational contexts. This study ventures into this nuanced relationship, dissecting how the subtleties of communication not only shape but also reinforce and at times challenge the cultural fabric of an organization.

The language of strategy extends beyond the mere content of messages. It encompasses the specific choice of words, phrases, and communication styles that leaders use to convey strategic goals and visions. This

complex amalgam of articulation and perception, where the strategic intent is as crucial as its delivery and reception, is critical. Wang et al. (2023) delve into this concept through their exploration of Motivating Language (ML), a leader's oral-communication strategy. They link it to positive employee outcomes like higher job performance and satisfaction, highlighting the profound impact of strategic language on organizational outcomes.

Interpersonal communication, encompassing the spectrum of interactions within an organization, includes formal meetings, casual conversations, and non-verbal cues. Each element plays a crucial role in how strategic messages are understood and interpreted. Tholia, Rastogi, Gupta, and Pandey (2022) emphasize the centrality of interpersonal communication in the workplace, likening it to the lifeblood of an organization. Their work elucidates the multifaceted nature of communication and its significance in achieving organizational objectives. Organizational culture, defined as the collective values, beliefs, and behaviors that characterize an organization, is significantly influenced by leadership, policies, and notably, by the nuances of interpersonal communication. Martin and MacDonald (2020) discusses the importance of interpersonal communication strategies in science communication, suggesting a parallel in organizational contexts where two-way communication can enhance understanding and engagement.

The rationale for exploring these concepts lies in their interconnectedness. The manner in which strategy is communicated profoundly influences organizational culture. Conversely, the prevailing culture can shape the reception and interpretation of strategic messages. This bidirectional influence underscores the importance of understanding and effectively managing these dynamics. Despite recognizing the importance of strategic communication in shaping organizational culture, a gap persists in fully understanding its role as both a conduit and transformative force. This gap, as noted by Urbancová & Depoo (2023) and Koswara et al. (2023), hinders organizations' ability to align strategic objectives with cultural dynamics, impacting effectiveness and employee engagement.

The primary objective of this research was to unravel the complex relationship between the language of strategy, interpersonal communication, and organizational culture. It aimed to provide a deeper understanding of how strategic messages are disseminated, interpreted, and internalized within the organizational setting, thereby enhancing organizational effectiveness and employee engagement. This study holds particular relevance for leaders, communication strategists, and scholars of organizational behavior. It offers insights into effective communication strategies that align with and reinforce desired cultural attributes, thereby enhancing organizational effectiveness and employee engagement. In essence, this exploration into the nuanced dynamics of communication and culture within organizations promises to yield valuable insights for enhancing both organizational performance and the quality of workplace interactions.

The methodology for this research was centered around a systematic literature review, designed to ensure a comprehensive and unbiased exploration of the topic. A thorough search was conducted across multiple academic databases. Keywords such as "interpersonal communication", "organizational culture", "strategic messaging", and "leadership communication" were used. The search was tailored to ensure the relevance and currency of the data. The selection of literature was guided by specific criteria. Included were peer-reviewed articles, empirical studies, and theoretical papers that directly addressed the intersection of strategy messaging, interpersonal communication and organizational culture. Excluded were non-peer-reviewed articles, purely anecdotal evidence, and studies not in English. The analysis of the selected literature was structured around a thematic synthesis approach. This involved categorizing the findings into themes such as 'impact of leadership communication', 'role of informal networks', and 'interpretation of strategic messages'. To mitigate bias, a dual-reviewer system was employed, where the article was independently reviewed by two researchers. Discrepancies were resolved through discussion, ensuring a balanced evaluation.

## LITRATURE REVIEW

### Theoretical Framework

In the complicated network of organizational dynamics, the role of interpersonal communication is examined through various theoretical frameworks, each offering distinct perspectives on how communication influences and is influenced by organizational structures and cultures. Social Constructionism stands as a fundamental theory in understanding organizational communication. It posits that organizational reality is constructed through language and social interactions. Heracleous & Marshak (2004) emphasize the significant role of communication in creating and reinforcing organizational norms and values, highlighting the power of language in shaping workplace perceptions and behaviors. Mustaffa et al. (2021) further explore this by examining the influence of communication mediums like WhatsApp in organizational contexts, demonstrating how such platforms contribute to the social construction of organizational reality. This theory underscores the necessity of effective communication practices in fostering a healthy organizational culture.

Schein's Model of Organizational Culture offers another critical lens, linking leadership behavior with the shaping of organizational culture. Hogan and Coote (2014) assert the decisive role of leaders in forming and maintaining cultural norms within an organization. This model identifies leaders' communication styles and actions as key determinants in the development and maintenance of these norms. Mamatha and Geetanjali (2020) delve into the impact of founder leaders on organizational culture, drawing on Schein's model in a comparative study of Indian and American founder leaders. Gerasimov & Ozernov (2023) discuss the influence of organizational culture on staff's innovative behavior, emphasizing leadership's role in shaping such cultures.

Recent advancements in Communication in Management Frameworks have focused on the role of communication in enhancing organizational effectiveness. Marsen (2020) identifies factors like organizational structure, staff competencies, and communication processes as influential in management communication. Filippaios and Benson (2018) discuss the necessity of agile digital skills for effective communication in the digital economy, emphasizing knowledge and social capital management frameworks through social networking. Rafique et al. (2020) provide a bibliographical review of communication systems in distributed generation, highlighting the frameworks impacting communication in various organizational settings.

Team Communication Theories emphasize the significance of communication in shaping team dynamics and outcomes. Lee and Doran (2017) highlight factors such as communication media choice and time availability as influential in team communication, impacting team processes and results. Kates et al. (2020) discuss the implementation of team-based messaging applications like Slack in veterinary medical education, showcasing how digital communication tools can enhance team collaboration. Mazzetti and Schaufeli (2022) investigate the impact of engaging leadership on team effectiveness, focusing on leadership's role in facilitating effective team communication.

Agile Communication Frameworks prioritize adaptability, responsiveness, and flexibility in communication processes. Dühring and Zerfass (2021) describe these frameworks as key in facilitating strategic conversations, enabling agile decision-making, and fostering a culture of continuous learning and adaptation. These frameworks advocate for communication departments to adopt flexible structures and processes, allowing for rapid response to changes and effective information dissemination. Akinpelu et al. (2021) discuss the challenges in implementing agile architecture frameworks, highlighting the complexities of adopting agile methodologies and the need for effective leadership in guiding such transitions.

These theoretical frameworks collectively provide a comprehensive understanding of the multifaceted nature of communication in organizational settings. From the construction of organizational reality through language to the influence of leadership and agile communication strategies, these theories offer invaluable insights into the mechanisms through which communication shapes and is shaped by organizational cultures and structures.

### **Interpersonal Communication in Organizations**

Interpersonal communication within organizations is a complex and diverse phenomenon, encompassing a broad spectrum of interactions that range from formal meetings to casual conversations and non-verbal cues. This exploration delves into the diverse aspects of interpersonal communication and its profound impact on organizational dynamics, including its influence on employee perceptions, behaviors, and overall job satisfaction. The varied nature of interpersonal communication in the workplace is akin to a complex interaction of various forms of interactions. Tholia et al. (2022) liken effective interpersonal communication to the circulatory system in the human body, underscoring its indispensability for the survival and success of an organization. This analogy aptly highlights the critical role communication plays in maintaining the health and functionality of an organization. The literature suggests that effective interpersonal communication involves a range of interactions, each contributing to the creation and reinforcement of organizational norms and values. This underscores the importance of a holistic approach to communication within the workplace.

The manner in which strategic messages are communicated within an organization significantly affects employee perceptions and behaviors. Madhur et al. (2020) explore the relationship between different patterns of communication, such as upward, downward, and horizontal communication, and job satisfaction. Their findings indicate a positive correlation between effective interpersonal communication and enhanced job satisfaction, suggesting that the quality of communication within an organization can directly impact employee morale and productivity. This relationship highlights the importance of not just the content of the messages but also the manner in which they are communicated, with effective communication strategies leading to a more engaged and productive workforce.

However, effective interpersonal communication in organizations faces several barriers, including sentiment, filtering, information overload, dismissiveness, cultural variations, and jargon. Galli (2019) emphasizes that overcoming these barriers requires a concerted effort to simplify language, regulate emotions, listen actively, and provide feedback. Sylaj (2020) highlights the impact of cultural variations, particularly in international organizations, where cross-cultural communication barriers can significantly affect work performance. Addressing these barriers is crucial for ensuring effective communication and maintaining high performance in the workplace.

The development of interpersonal skills is essential for effective communication in the workplace. Abu Samah et al. (2019) emphasize the importance of establishing effective learning activities to facilitate the development of professional interaction skills in undergraduates, crucial for their future workplace communication. Costigan and Brink (2020) highlight that developing listening and oral expression skills are foundational to influential oral communication. Furthermore, a 2019 study on engineering communicative competency recognizes these skills as essential for meeting workplace demands, contributing to better communication, collaboration, and overall organizational effectiveness.

Effective interpersonal communication is a key driver of organizational effectiveness. It facilitates the management and coordination of various organizational functions and plays a vital role in conflict resolution, decision-making, and fostering a collaborative work environment. Madhur et al. (2020) emphasize that interpersonal communication significantly impacts job satisfaction, which in turn influences

overall organizational effectiveness. Effective communication among employees and between different levels of management enhances job satisfaction, leading to improved performance and productivity within the organization. The role of interpersonal communication in organizations is paramount, acting as a linchpin in shaping employee experiences, organizational culture, and ultimately, the effectiveness of the organization itself.

### **Role of Leadership in Communication**

The role of leadership in communication is a fundamental aspect of shaping organizational culture. The way leaders convey strategic messages and embody them in their actions significantly influences how these messages are internalized and acted upon by employees. This review examines the critical role of leadership in communication, exploring how different leadership styles and communication approaches impact organizational culture and employee engagement. Leadership style is a crucial determinant in shaping the effectiveness of communication within an organization. Tampubolon and Harati (2019) found that leadership style significantly affects job satisfaction, indicating that the manner in which leaders communicate and interact with their employees can profoundly influence their level of engagement and satisfaction. This relationship underscores the importance of leadership in fostering a positive organizational culture. Budi Cahyono and Nur (2023) further emphasize that both leadership style and organizational culture substantially impact employee performance, highlighting the critical role of leadership in shaping organizational dynamics.

The concept of transparent communication in leadership is increasingly recognized as vital for employee engagement and performance. Hadziahmetovic and Salihovic (2022) emphasize the importance of authentic leadership and its simultaneous effect on employee engagement and transparent communication. Their findings suggest that transparent communication by leaders can significantly enhance employee engagement, highlighting the need for leaders to be open and clear in their communication. This approach fosters a culture of trust and openness, leading to improved employee morale and performance.

In times of crisis, the role of leadership becomes particularly crucial. Effective communication during crises can significantly impact consumer trust, attitudes, emotions, and behavioral intentions. Kim et al. (2023) emphasize that internal crisis communication strategies, such as providing instructing information and adjusting information, are vital in shaping employee perceptions of communication quality and leadership, which in turn affect relational outcomes like trust and support for organizational decisions. Donadelli et al. (2023) highlight the importance of an evidence-inclusive communication style in crisis leadership, which tends to yield more successful outcomes in crisis management. Leaders who effectively adjust their communication tools and strategies during crises can maintain or even enhance trust and confidence among their stakeholders, demonstrating the critical role of leadership communication in navigating organizational crises effectively.

Different leadership styles can have varied impacts on organizational culture and success. Nadkar et al. (2023) explore the dynamics of leadership and its influence on shaping organizational culture and success. Their research indicates that the choice of leadership style, whether transformational, situational, servant, or distributed, can significantly affect the organization's ability to manage change and achieve its strategic objectives. Each leadership style brings unique strengths and challenges, influencing how effectively an organization can navigate complex environments and adapt to change. This underscores the importance of selecting and cultivating leadership styles that align with the organization's culture and goals to drive success.

The study by Nadkar et al. (2023) also sheds light on the aspect of gender disparity in leadership and its influence on organizational culture. Their research provides insights into how different leadership styles, influenced by gender, contribute to shaping organizational culture. Gender disparity in leadership roles can



significantly affect the dynamics within an organization, impacting everything from decision-making processes to the overall effectiveness of communication strategies. Understanding the dynamics of gender in leadership roles is crucial for creating a more inclusive and effective organizational culture, recognizing the unique challenges and opportunities that different genders may face in leadership positions and how these can influence the broader organizational environment. The interaction between leadership styles, communication approaches, and gender dynamics forms a complex matrix that profoundly influences organizational culture, employee engagement, and the overall success of an organization.

### **Informal Communication Channels**

Informal communication channels, including grapevines, social networks, and casual conversations, are integral in shaping organizational culture and performance. These channels often exert a significant influence on employees' perceptions and behaviors, sometimes surpassing the impact of formal communication channels. This review delves into the role of informal communication in organizations, its impact on organizational performance, and the challenges it presents. Mabondo (2022) highlights the significant influence of informal communication on organizational performance. Occurring outside official channels and based on personal connections, informal communication often shapes personal or group interests. It is a critical component of communication networks within an organization and can significantly impact its functioning and success. Park (2022) further explores the impact of informal communication on corporate creative performance, indicating that informal interactions among employees can foster creativity and innovation. Caddell and Nilchiani (2023) discuss the role of informal social networks in improving organizational resilience, suggesting these networks are vital in an organization's ability to adapt and respond to challenges.

Informal communication is crucial for information flow and relationship building within an organization. Tijjani (2023) analyze the challenges in effective communication, including the disregard for informal means and poor communication skills among employees. Their study recommends recognizing the importance of informal communication and effectively utilizing it to enhance employee engagement and contribute to a cohesive organizational culture. Nurgalieva et al. (2019) explore interactive systems mediating communication between formal and informal caregivers in aged care, illustrating the critical role of informal communication in healthcare settings.

The rise of social networking in the workplace has introduced new dynamics in informal communication. Liu and Guan (2020) address the negative impacts of social networking as an informal organizational communication channel, highlighting issues such as data security, privacy protection, work-life imbalance, increased work pressure, and stress. Al-Aufi and Fulton (2014) also explore the use of social networking tools for informal scholarly communication, discussing challenges related to information overload and maintaining professional boundaries. These studies underscore the complexity of integrating social networking into informal communication channels within organizations.

Effectively managing informal communication requires balancing the free flow of information and preventing misinformation or negative impacts on the organizational climate. Okpara et al. (2023) discuss the role of informal communication in building shared understanding in remote continuous software engineering, emphasizing the need for strategies to manage informal communication effectively. Ozavci et al. (2022) explore how patient participation in managing medications across transitions of care can be facilitated through formal and informal modes of communication, suggesting that managing informal communication is crucial in healthcare settings.

Informal communication channels can be powerful tools for disseminating strategic objectives and shaping organizational culture. Eisenberg et al. (2015) discuss leveraging social networks for strategic success, emphasizing the importance of understanding and utilizing informal communication networks within

organizations. Pak and Lee (2023) explore organizational learning platforms for knowledge creation in international joint ventures, focusing on the mediating role of formal and informal communication. Their findings suggest that informal communication plays a crucial role in knowledge creation and sharing, essential for organizational success. The role of informal communication in organizations is multifaceted, impacting everything from creativity and resilience to knowledge sharing and strategic success. Its effective management and integration into organizational strategies are key to harnessing its full potential for organizational success.

### **Impact of Organizational Culture**

Informal communication channels, including grapevines, social networks, and casual conversations, are integral in shaping organizational culture and performance. These channels often exert a significant influence on employees' perceptions and behaviors, sometimes surpassing the impact of formal communication channels. This review delves into the role of informal communication in organizations, its impact on organizational performance, and the challenges it presents. Mabondo (2022) highlights the significant influence of informal communication on organizational performance. Occurring outside official channels and based on personal connections, informal communication often shapes personal or group interests. It is a critical component of communication networks within an organization and can significantly impact its functioning and success. Park (2022) further explores the impact of informal communication on corporate creative performance, indicating that informal interactions among employees can foster creativity and innovation. Caddell and Nilchiani (2023) discuss the role of informal social networks in improving organizational resilience, suggesting these networks are vital in an organization's ability to adapt and respond to challenges.

Informal communication is crucial for information flow and relationship building within an organization. Tijjani (2023) analyze the challenges in effective communication, including the disregard for informal means and poor communication skills among employees. Their study recommends recognizing the importance of informal communication and effectively utilizing it to enhance employee engagement and contribute to a cohesive organizational culture. Nurgalieva et al. (2019) explore interactive systems mediating communication between formal and informal caregivers in aged care, illustrating the critical role of informal communication in healthcare settings.

The rise of social networking in the workplace has introduced new dynamics in informal communication. Liu and Guan (2020) address the negative impacts of social networking as an informal organizational communication channel, highlighting issues such as data security, privacy protection, work-life imbalance, increased work pressure, and stress. Al-Aufi and Fulton (2014) also explore the use of social networking tools for informal scholarly communication, discussing challenges related to information overload and maintaining professional boundaries. These studies underscore the complexity of integrating social networking into informal communication channels within organizations.

Effectively managing informal communication requires balancing the free flow of information and preventing misinformation or negative impacts on the organizational climate. Okpara et al. (2023) discuss the role of informal communication in building shared understanding in remote continuous software engineering, emphasizing the need for strategies to manage informal communication effectively. Ozavci et al. (2022) explore how patient participation in managing medications across transitions of care can be facilitated through formal and informal modes of communication, suggesting that managing informal communication is crucial in healthcare settings.

Informal communication channels can be powerful tools for disseminating strategic objectives and shaping organizational culture. Eisenberg et al. (2015) discuss leveraging social networks for strategic success, emphasizing the importance of understanding and utilizing informal communication networks within

organizations. Pak and Lee (2023) explore organizational learning platforms for knowledge creation in international joint ventures, focusing on the mediating role of formal and informal communication. Their findings suggest that informal communication plays a crucial role in knowledge creation and sharing, essential for organizational success. The role of informal communication in organizations is multifaceted, impacting everything from creativity and resilience to knowledge sharing and strategic success. Its effective management and integration into organizational strategies are key to harnessing its full potential for organizational success.

## **FINDINGS AND DISCUSSION**

### **Synthesis of Key Findings**

The synthesis of key findings from the literature review offers a comprehensive panorama of the intricate ways in which interpersonal communication molds organizational culture. This synthesis navigates through the subtle interaction of strategic messaging, leadership communication styles, informal communication networks, and the interpretation and perception of strategic messages, unearthing critical insights. A pivotal aspect revealed in the literature is the strong correlation between the clarity and consistency of strategic messaging and the cultivation of a positive organizational culture. Studies like those of Podolsky and Hackett (2021) illuminate how strategic messages, when resonating with existing cultural values, are more effectively internalized by employees. This synergy fosters a shared understanding of organizational objectives and values, thereby reinforcing the desired cultural ethos.

Leadership communication styles emerge as another significant factor influencing organizational culture. The research of O'Connor and Shumate (2020) underscores the impact of inclusive and transparent communication styles in fostering a culture steeped in trust and collaboration. Leaders adept in using metaphors and storytelling wield a profound influence on organizational culture, shaping the perceptions and behaviors of employees. The role of informal communication networks is equally crucial. Patel and Cooper (2021) observe that these networks often act as a barometer for the organizational climate, playing a key role in how formal communications are received and enacted. An understanding and strategic leveraging of these networks can significantly amplify the impact of strategic communication.

The individual interpretation and perception of strategic messages, filtered through personal and cultural lenses, are shown to be vital in determining how these messages are implemented in practice. Cherezova (2021) posits that perception is a cornerstone in shaping organizational reality, highlighting the diverse ways in which employees may perceive and interpret messages, subsequently affecting their practical application.

### **Interpretation of Findings**

The exploration of how interpersonal communication, particularly in strategic contexts, influences organizational culture is a subject of profound significance. This review delves into the transformative role of communication within organizational settings, offering insights for leaders and communication strategists alike. Central to this discussion is the transformative role of interpersonal communication. Far from being a mere conduit for strategic messages, it emerges as a pivotal force in molding organizational culture. Podolsky and Hackett (2021) illuminate this aspect by demonstrating how Human Resource Management (HRM) systems, as a strategic communication form, enhance firm performance by fostering a shared understanding of strategic objectives among employees. This underscores the criticality of clear and consistent communication in harmonizing employee attitudes and behaviors with the overarching goals of the organization.

Equally important is the influence of communication on perception and reality within organizational realms. Cherezova (2021) explores the implementation of information strategies in electronic media, revealing how



strategic messaging can shape the recipient's perception and actions. This is complemented by Daly and Wiemann's (2013) emphasis on the nuanced role of communication in crafting organizational perceptions. These insights are pivotal in understanding how communication strategies not only shape employee perceptions but also their behavior and performance. For organizational leaders, these findings carry substantial implications. The necessity for leaders to strategically align their messaging with the organization's cultural dynamics is paramount. Anders (2021) accentuates this by advocating for human-centered leadership development, with a focus on communication-based approaches that promote authentic and transformational leadership. This highlights the necessity for leaders to adeptly communicate strategic objectives in ways that resonate with and engage employees, thereby cultivating a culture conducive to achieving organizational goals.

The role of communication strategists is crucial in this dynamic. They are tasked with the detailed job of crafting and disseminating strategic messages within the organization. Their role extends to understanding and leveraging both formal and informal communication channels to ensure that these messages are effectively internalized by employees. Yang (2012) provides insights into this aspect through the lens of strategic interaction in Chinese interpersonal business negotiations, underscoring the significant impact communication strategists have in shaping organizational culture.

### **Limitation of Existing Research**

The literature reviewed thus far offers valuable insights into the dynamics of organizational communication and culture. However, it is important to acknowledge certain limitations inherent in the existing research. Firstly, there is the issue of cultural and contextual variability. Many of the studies under review are context-specific, focusing on particular organizational settings or regions. This specificity raises questions about the generalizability of their findings. The extent to which these insights can be applied across different cultural contexts and organizational environments remains an area of uncertainty. This limitation highlights the need for research that is more diverse in its cultural and contextual scope, ensuring a broader applicability of the findings.

Secondly, there is a notable disparity in the types of data used across these studies. While quantitative research provides valuable statistical insights, offering a measure of objectivity and breadth, qualitative research delves into deeper, narrative-based understandings, capturing the nuances and complexities of human experiences in organizational settings. Each approach offers distinct benefits, but they often exist in isolation from one another. An integrated approach that combines the strengths of both quantitative and qualitative methodologies could offer a more comprehensive and nuanced understanding of the issues at hand.

Lastly, the impact of emerging communication technologies, such as digital communication tools and social media, on interpersonal communication and organizational culture is an area that is relatively underexplored. As these technologies become increasingly prevalent in the modern workplace, their influence on organizational dynamics becomes a critical area of inquiry. The ways in which these tools shape communication patterns, employee relationships, and the overall culture of an organization warrant further investigation. This gap in the literature suggests a need for future research to focus on understanding the implications of these rapidly evolving technologies in organizational contexts.

## **RECOMMENDATIONS AND CONCLUSION**

The research undertaken provides a profound exploration into the symbiotic relationship between interpersonal communication and organizational culture, offering a nuanced understanding of how various aspects of communication influence and are influenced by the cultural fabric of an organization. This section

synthesizes these insights and proposes practical recommendations for practitioners in the field.

### **Summary of Key Insights**

Key insights from the study reveal several critical aspects instrumental in understanding the complex dynamics between interpersonal communication and organizational culture. The importance of strategic messaging is highlighted, emphasizing the need for clarity, consistency, and alignment with organizational values. It becomes evident that when strategic messages are clearly articulated and aligned with the core values of the organization, they are more effectively internalized by employees, which is crucial for fostering a cohesive and positive organizational culture.

The study also underscores the significant impact of leadership communication styles on organizational culture. Leadership styles that emphasize inclusivity, transparency, and empathy are particularly effective in nurturing a positive organizational culture. Such communication styles encourage openness, trust, and collaboration, creating an environment where employees feel valued and understood. Furthermore, the role of informal communication networks is emphasized. These networks, often operating in the background and encompassing casual conversations and social interactions, play a vital role in the interpretation and dissemination of strategic messages. They significantly shape the informal understanding and reception of formal strategies and act as conduits for gauging employee sentiments and spreading organizational values.

Additionally, the research sheds light on the role of individual interpretation in the enactment of strategic messages. It is observed that personal and cultural filters through which employees perceive strategic messages greatly influence how these messages are enacted within the organization. This individual interpretation can lead to diverse implementations of the same strategic intent, highlighting the need for a nuanced approach to communication. The study provides valuable insights into the interaction between interpersonal communication and organizational culture, emphasizing the importance of strategic messaging, leadership communication, informal communication networks, and individual interpretation in shaping a positive and cohesive organizational culture.

### **Practical Implications**

Based on the findings of the research, several practical recommendations emerge for practitioners in the field, aimed at enhancing the effectiveness of communication within organizations. Firstly, the research underscores the necessity of strategic communication planning. This process is crucial in aligning messages with organizational values and culture. It goes beyond the mere dissemination of information; it involves crafting messages that resonate with the ethos of the organization and its employees. Effective strategic communication planning requires a thorough understanding of the organization's core values, goals, and the diverse perspectives of its workforce. Leaders must ensure that their messages are not only clear and consistent but also reflective of the organization's identity and aspirations. This alignment is crucial for fostering a shared understanding and commitment to organizational objectives among employees.

Secondly, the findings highlight the importance of enhancing leadership development programs focused on effective communication skills. Such programs are vital in equipping leaders with the tools and techniques to convey strategic messages effectively and empathetically. These programs should emphasize the development of skills such as active listening, emotional intelligence, and the ability to tailor messages to diverse audiences. By enhancing these skills, leaders can more effectively engage with their teams, foster trust, and drive a culture of openness and collaboration. Leadership development in communication is not just about transmitting information; it's about inspiring, motivating, and connecting with employees at a deeper level.

Thirdly, leveraging informal communication networks is identified as a critical strategy. Recognizing and engaging with informal communication channels, such as casual conversations and social media interactions, is essential for gaining insights into employee perceptions and reinforcing strategic objectives. Informal networks often provide a more candid view of the organizational climate than formal channels. Leaders should tap into these networks to understand the pulse of the organization, identify concerns or misconceptions, and use this information to adjust communication strategies accordingly. Engaging with these networks can also help in disseminating key messages in a more organic and relatable manner, enhancing their acceptance and internalization.

Lastly, emphasizing cultural sensitivity in communication is paramount in today's diverse workplace. Organizations must recognize and respect the varied cultural backgrounds of their employees. This involves tailoring communication strategies to be inclusive and mindful of different cultural norms and values. Cultural sensitivity can be fostered through training programs that educate employees about cultural differences and encourage respectful and inclusive communication practices. By embracing cultural diversity, organizations can create a more inclusive environment where all employees feel valued and understood. This inclusivity not only enhances employee engagement but also contributes to a richer, more creative, and innovative organizational culture.

These practical implications offer a roadmap for organizations and leaders to effectively harness the power of communication in shaping a robust and dynamic organizational culture. By embracing strategic communication planning, enhancing leadership development, leveraging informal networks, and emphasizing cultural sensitivity, organizations can cultivate an environment that aligns with their strategic objectives and promotes a culture of engagement, inclusivity, and resilience.

### Concluding Thoughts

This study significantly advances our understanding of interpersonal communication as a key factor in shaping and reinforcing organizational culture. It underscores the importance of aligning communication with organizational values and highlights the pivotal role of leadership in this process. The research provides crucial insights for leaders in dynamic business environments, guiding them to foster a culture that aligns with strategic objectives while promoting employee engagement and resilience. These insights reveal the complex nature of communication in organizational contexts and its profound impact on culture. By adopting and implementing these strategies, organizations can create an environment that not only meets strategic goals but also fosters a culture of inclusivity and adaptability. This is vital for thriving in a constantly evolving business world, as organizational success is closely tied to the strength and flexibility of its culture.

### REFERENCES

1. Abu Samah, S. A., Mohan, R. C., Dass, L. C., & Subramaniam, G. (2019). Establishing effective learning activities to facilitate undergraduate Professional Interaction course. *International Journal of Modern Languages And Applied Linguistics*, 3(2), 32. <https://doi.org/10.24191/ijmal.v3i2.7644>
2. Akinpelu, T., van Eck, R., & Zuva, T. (2021). Agile Architecture Frameworks: Challenges and Open Issues. In *Software Engineering and Algorithms* (pp. 59–66). Springer International Publishing. [https://doi.org/10.1007/978-3-030-77442-4\\_4](https://doi.org/10.1007/978-3-030-77442-4_4)
3. Al-Aufi, A. S., & Fulton, C. (2014). Use of social networking tools for informal scholarly communication in humanities and social sciences disciplines. *Procedia, Social and Behavioral Sciences*, 147, 436–445. <https://doi.org/10.1016/j.sbspro.2014.07.135>
4. Anders, A. D. (2021). Human-centered leadership development: A communication-based approach for promoting authentic and transformational leadership. *International Journal of Business Communication*

- . <https://doi.org/10.1177/23294884211056558>
5. Bîrsan, M., & Cepraga, D. O. (2023). Communication in social organizations: The indispensability of communication in all facets of social life. *Journal of Communication and Social Research*, 5(1), 1–10. <https://doi.org/10.48175/ijarsct-13189>
  6. Budi Cahyono, A., & Nur, N. (2023). The influence of leadership style and organizational culture on employee performance. *Journal of World Science*, 2(11), 1894–1906. <https://doi.org/10.58344/jws.v2i11.489>
  7. Caddell, J. D., & Nilchiani, R. (2023, April 17). Quantifying and improving resilience in the informal social networks of organizations. *2023 IEEE International Systems Conference (SysCon)*. 2023 IEEE International Systems Conference (SysCon), Vancouver, BC, Canada. <https://doi.org/10.1109/syscon53073.2023.10131095>
  8. Cherezova, M. A. (2021). Objective/subjective information strategies in electronic German media. *Vestnik of Samara University History Pedagogics Philology*, 27(1), 172–177. <https://doi.org/10.18287/2542-0445-2021-27-1-172-177>
  9. Costigan, R. D., & Brink, K. E. (2020). Developing listening and oral expression skills: Pillars of influential oral communication. *Journal of Management Education*, 44(2), 129–164. <https://doi.org/10.1177/1052562919890895>
  10. Daly, J. A., & Wiemann, J. M. (Eds.). (2013). *Strategic Interpersonal Communication*. Routledge. <https://doi.org/10.4324/9780203056851>
  11. Othman, R. (2019). Developing engineering communicative competency through effective assessment methods. *International Journal of Recent Technology and Engineering*, 8(2S9), 804–809. <https://doi.org/10.35940/ijrte.b1167.0982s919>
  12. Donadelli, F. M. M., Luczak-Roesch, M., Fischer, R., & Li, N. (2023). Evidence-inclusive communication: steering crisis leadership outcomes in Portugal, Brazil, New Zealand, and the US. *International Review of Public Administration*, 1–22. <https://doi.org/10.1080/12294659.2023.2246738>
  13. Dühning, L., & Zerfass, A. (2021). The triple role of communications in agile organizations. *International Journal of Strategic Communication*, 15(2), 93–112. <https://doi.org/10.1080/1553118x.2021.1887875>
  14. Eisenberg, E. M., Johnson, Z., & Pieteron, W. (2015). Leveraging social networks for strategic success. *International Journal of Business Communication*, 52(1), 143–154. <https://doi.org/10.1177/2329488414560283>
  15. Filippaios, F., & Benson, V. (2018). Chapter 4 agile digital skills examination for the digital economy: Knowledge and social capital management frameworks through social networking. In *The Future of Innovation and Technology in Education: Policies and Practices for Teaching and Learning Excellence* (pp. 55–69). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-78756-555-520181006>
  16. Galli, B. J. (2019). Barriers to effective communication and stakeholder management in project environments and how to overcome these barriers. *International Journal of Applied Logistics*, 9(2), 39–57. <https://doi.org/10.4018/ijal.2019070103>
  17. Gerasimov, K. B., & Ozernov, R. S. (2023). Impact of organizational culture on innovative behavior of staff. *Vestnik of Samara University. Economics and Management*, 14(1), 148–156. <https://doi.org/10.18287/2542-0461-2023-14-1-148-156>
  18. Hadziahmetovic, N., & Salihovic, N. (2022). The role of transparent communication and leadership in employee engagement. *International Journal of Academic Research in Economics and Management Sciences*, 11(2). <https://doi.org/10.6007/ijarems/v11-i2/14067>
  19. Hasan, H. (2023). Effect of organizational culture on organizational learning, employee engagement, and employee performance: Study of banking employees in Indonesia. *Problems and Perspectives in Management*, 21(3), 471–482. [https://doi.org/10.21511/ppm.21\(3\).2023.38](https://doi.org/10.21511/ppm.21(3).2023.38)
  20. Heracleous, L., & Marshak, R. J. (2004). Conceptualizing organizational discourse as situated symbolic action. *Human Relations; Studies towards the Integration of the Social Sciences*, 57(10), 1285–1312. <https://doi.org/10.1177/0018726704048356>



21. Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609–1621. <https://doi.org/10.1016/j.jbusres.2013.09.007>
22. Hurtada, J. F., & Oliva, E. R. A. (2023). Writing strategy, influence of social media, motivation for reading: A structural model in interpersonal communication skills. *Asian Journal of Education and Social Studies*, 48(3), 15–30. <https://doi.org/10.9734/ajess/2023/v48i31065>
23. Junita Monica, A., Husniati, R., & Supriadi, Y. N. (2023). The influence of Knowledge Management and Organizational Culture through Employee Engagement as a Mediation Variable on Millennial Employee Performance at the Center for Education and Training Center for statistics Indonesia. *International Journal of Business, Technology and Organizational Behavior (IJBTOB)*, 3(2), 137–155. <https://doi.org/10.52218/ijbtob.v3i2.272>
24. Kates, F. R., Samuels, S. K., Case, J. B., & Dujowich, M. (2020). Lessons learned from a pilot study implementing a team-based messaging application (Slack) to improve communication and teamwork in veterinary medical education. *Journal of Veterinary Medical Education*, 47(1), 18–26. <https://doi.org/10.3138/jvme.0717-091r2>
25. Kim, Y., Meganck, S., & Basnyat, I. (2023). Effects of internal crisis communication during the COVID-19 pandemic: employee perceptions of communication quality, leadership and relational outcomes. *Corporate Communications An International Journal*. <https://doi.org/10.1108/ccij-09-2022-0110>
26. Koswara, A., Nugraha, A. R., & Damayanti, T. (2023). Fostering strategic function of public relations corporate – communication in corporate culture practices. *PROfesi Humas Jurnal Ilmiah Ilmu Hubungan Masyarakat*, 8(1), 82. <https://doi.org/10.24198/prh.v8i1.48565>
27. Lee, C. T.-S., & Doran, D. M. (2017). The role of interpersonal relations in healthcare team communication and patient safety: A proposed model of interpersonal process in teamwork. *Revue Canadienne de Recherche En Sciences Infirmieres [The Canadian Journal of Nursing Research]*, 49(2), 75–93. <https://doi.org/10.1177/0844562117699349>
28. Liu, S., & Guan, L. (2020). Issues of utilizing social networking as an informal organizational communication channel: Evidence from China. *International Journal of Marketing Studies*, 12(4), 43. <https://doi.org/10.5539/ijms.v12n4p43>
29. Mabondo, K. S. (2022). Employees' perspectives on the role of informal communication on organizational performance in Tanzania: A case of selected higher education institutions in Meru District-Arusha. *The Accountancy and Business Review*, 14(1), 11–33. <https://doi.org/10.59645/abr.v14i1.64>
30. Madhur, D. P., Ramshanker, P. S., (2020). Interpersonal Communication & Its Impact on Job Satisfaction. *International Journal of Advanced Engineering and Nano Technology*, 4(3), 1–5. <https://doi.org/10.35940/ijaent.b0447.044220>
31. Mafrudoh, U. (2023). Linking transformational leadership to organizational learning culture and employee performance: The mediation-moderation model. *International Journal of Professional Business Review*, 8(3), e01229. <https://doi.org/10.26668/businessreview/2023.v8i3.1229>
32. Mamatha S.V., & Geetanjali P. (2020). Founder leaders and organization culture: A comparative study on Indian and American founder leaders based on Schein's model of Organizational Culture. *IIM Kozhikode Society & Management Review*, 9(1), 23–33. <https://doi.org/10.1177/2277975219890932>
33. Marsen, S. (2020). Navigating crisis: The role of communication in organizational crisis. *International Journal of Business Communication*, 57(2), 163–175. <https://doi.org/10.1177/2329488419882981>
34. Martin, C., & MacDonald, B. H. (2020). Using interpersonal communication strategies to encourage science conversations on social media. *PloS One*, 15(11), e0241972. <https://doi.org/10.1371/journal.pone.0241972>
35. Mazzetti, G., & Schaufeli, W. B. (2022). The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal- and team



- resources. *PloS One*, 17(6), e0269433. <https://doi.org/10.1371/journal.pone.0269433>
36. Mishra, I. (2022). Transformational leadership, political skill, organizational culture, and employee performance: A case from Tourism Company in Indonesia. *GeoJournal of Tourism and Geosites*, 40(1), 104–110. <https://doi.org/10.30892/gtg.40112-808>
37. Mustaffa, C. S., Malaysia, U. U., Che Soh, C. H., Abu Talib, Z., Muda, S., Terengganu, U. M., Malaysia, U. U., & Malaysia, U. U. (2021). Lens application of Social Construction Theory and Social Influence theory to examine the factors of WhatsApp usage as an organizational communication medium. *Jurnal Komunikasi Malaysian Journal of Communication*, 37(4), 343–365. <https://doi.org/10.17576/jkmjc-2021-3704-20>
38. Nadkar, R., Rajesh, D., & Deshpande, D. R. (2023). Leadership dynamics and gender disparity: Shaping organizational culture and success. *International Journal of Advanced Research in Science, Communication and Technology*, 625–630. <https://doi.org/10.48175/ijarsct-13189>
39. Novera Sarumpaet, C., & Tajib, E. (2023). The influence of organizational culture and employee engagement on employee performance through job satisfaction of employees at pt generasi Teknologi buana. *Indonesian Journal of Economic & Management Sciences*, 1(2), 129–142. <https://doi.org/10.55927/ijems.v1i2.3790>
40. Nurgalieva, L., Baez, M., Adamo, G., Casati, F., & Marchese, M. (2019). Designing interactive systems to mediate communication between formal and informal caregivers in aged care. *IEEE Access: Practical Innovations, Open Solutions*, 7, 171173–171194. <https://doi.org/10.1109/access.2019.2954327>
41. Okpara, L., Werner, C., Murray, A., & Damian, D. (2023). The role of informal communication in building shared understanding of non-functional requirements in remote continuous software engineering. *Requirements Engineering*. <https://doi.org/10.1007/s00766-023-00404-z>
42. Ozavci, G., Bucknall, T., Woodward-Kron, R., Hughes, C., Jorm, C., & Manias, E. (2022). Creating opportunities for patient participation in managing medications across transitions of care through formal and informal modes of communication. *Health Expectations: An International Journal of Public Participation in Health Care and Health Policy*, 25(4), 1807–1820. <https://doi.org/10.1111/hex.13524>
43. Pak, Y. S., & Lee, J. M. (2023). Organizational learning platforms for knowledge creation in international joint ventures: the mediating role of formal and informal communication. *Asian Business & Management*, 22(5), 2135–2163. <https://doi.org/10.1057/s41291-023-00244-3>
44. Park, J. (2022). Impact of informal communication on corporate creative performance. *Journal of Applied Business Research (JABR)*, 38(1), 19–28. <https://doi.org/10.19030/jabr.v38i1.10411>
45. Podolsky, M., & Hackett, R. D. (2021). HRM system situational strength in support of strategy: its effects on employee attitudes and business unit performance. *The International Journal of Human Resource Management*, 1–34. <https://doi.org/10.1080/09585192.2021.2006746>
46. Prasetyaningrum, D. (2023). Enhancement of organizational culture and employee performance through employee engagement and organizational citizenship behavior. *International Journal of Social Science and Business*, 7(3), 588–597. <https://doi.org/10.23887/ijssb.v7i3.58122>
47. Putri Rahmadani, A., & Winarno, A. (2023). Exploring the mediating role of organizational commitment between organizational culture and employee performance: Evidence from public sector organization. *International Journal of Economics, Business and Management Research*, 07(04), 119–133. <https://doi.org/10.51505/ijebmr.2023.7410>
48. Rafique, Z., Khalid, H. M., & Muyeen, S. M. (2020). Communication systems in distributed generation: A bibliographical review and frameworks. *IEEE Access: Practical Innovations, Open Solutions*, 8, 207226–207239. <https://doi.org/10.1109/access.2020.3037196>
49. Rozlutska, H., Haiovych, Y., & Kuruts, V. (2023). Development of Digital Competence of Younger School Students in the Conditions of Informal Education. *Scientific Bulletin of Uzhhorod University. Series: "Pedagogy. Social Work"*, (2(53), 126–130. <https://doi.org/10.24144/2524-0609.2023.53.126-130>
50. Sylaj, A. (2020). *Cross cultural communication barriers in international organizations: International organization for migration in Pakistan*

- [University of Rhode Island]. <https://doi.org/10.23860/thesis-sylaj-adelina-2019>
51. Tampubolon, M., & Harati, R. (2019). Role of organizational culture, communication and leadership style on job satisfaction. *International Journal of Research in Business and Social Science (2147-4478)*, 8(5), 308–315. <https://doi.org/10.20525/ijrbs.v8i5.494>
  52. Tarigan, K. E., & Stevani, M. (2021). The interpersonal communication strategy between doctors and patients. *British Journal of Nursing Studies*, 1(1), 01–07. <https://doi.org/10.32996/bjns.2021.1.1.1>
  53. Tholia, S. N., Rastogi, M., Gupta, S. S., & Pandey, D. (2022). Role of interpersonal communication in workplace. *World Journal of English Language*, 12(3), 64. <https://doi.org/10.5430/wjel.v12n3p64>
  54. Tijjani T., A., (2023). Assessment of communication as a crucial tool in organizational management. *IAA Journal of Social Sciences*, 9(2), 10–14. <https://doi.org/10.59298/iaajss/2023/1.2.11000>
  55. Urbancová, H., & Depoo, L. (2023). Factors affecting strategic types of organizational culture: Evidence from organizations and managers operating in the Czech Republic. *Management and Production Engineering Review*. <https://doi.org/10.24425/mper.2021.136871>
  56. Wang, G., Li, J.-Y., Tao, W., & Lee, Y. (2023). Navigating the decision to disclose mental illness in the workplace: The role of leader motivating language and perceived organizational support. *Health Communication*, 1–12. <https://doi.org/10.1080/10410236.2023.2269335>
  57. Widyaningrum, L. R., & Amalia, L. (2023). The impact of transformational leadership, organizational culture, and employee engagement on employee performance at Indonesia's flight school. *Jurnal Multidisiplin Madani*, 3(4), 802–810. <https://doi.org/10.55927/mudima.v3i4.2587>
  58. Yang, W. (2012). Small talk: A strategic interaction in Chinese interpersonal business negotiations. *Discourse & Communication*, 6(1), 101–124. <https://doi.org/10.1177/17504813111432519>