

A study on relationship between organizational culture and communication apprehension

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ABSTRACT

This paper presents a study to investigate the relationship between organizational culture and communication apprehension among some employees who worked for Iran broadcasting channel. The study has adopted two well-known questionnaires developed by Hofstede (1984) [Hofstede, G. (1984). *Culture's Consequences: International Differences in Work-Related Values* (2nd ed.). Beverly Hills CA: SAGE Publications. ISBN 0-8039-1444-X] for organizational culture and McCroskey et al. (1985) [McCroskey, J. C., Beatty, M. J., Kearney, P., & Plax, T. G. (1985). The content validity of the PRC-A-24 as a measure of communication apprehension across communication contexts. *Communication Quarterly*, 33(3), 165-173.] for communication apprehension (CA). We have used Chi-Square test to verify different hypotheses of the survey and the results of the survey have indicated that while there was no relationship between CA and three components including cultures of masculinity, individualistic culture and ambiguity aversion, there was a significance relationship between CA and power distance. The results of our survey indicate that as the power distance increases we may expect a higher level on CA.

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1. Introduction

During the past two decades, there are special attention on relationship between organizational culture and communication apprehension (CA) (McCroskey, 1970; Eckhardt, 2002; Aly & Islam, 2005). Bartoo and Sias (2004), for instance, investigated the relationships between supervisor CA, employee CA, and employees' reports of information received from their supervisor. They reported that supervisor CA was negatively associated with employees' reports of information received. However, in their reported, employee CA and employees' reports of information received from supervisors were not statistically correlated. Supervisor CA was associated with the information load reported by employees, negatively. In addition, they reported a positive relationship between employee CA and the information load reported by employees. Byron (2012) investigated CA in the workplace and its effects on employee job satisfaction.

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Francis and Miller (2007) studied the oral CA levels of first-generation college students at a 2-year case study community institution. Overall and general-context CA were computed using the Personal Report of Communication Apprehension-24 (PRCA-24) (McCroskey, 1977; McCroskey, 2012).

Hsu (2002) investigated the effect of self-construals, family and teacher communication patterns on CA among college students in Taiwan. They reported that independent self-construals and conversation-oriented teacher communication patterns were negatively associated with CA among Taiwan college students. Individuals who held more independent views of the self and who had more encouragement from their teachers to speak up were less likely to be highly CA.

Lippert et al. (2005) applied communication constructs to the ecological model of academic risk, which proposed that academic risk was a function of individual, social, and cultural communication phenomena. They reported that first, at-risk students communicated more with friends about school than did regular-admission students, second levels of communication apprehension varied depending on at-risk status and gender, and third levels of verbal aggression varied depending on at-risk status. According to McCroskey et al. (1985) investigated the content validity of the most recent version of the instrument, PRCA-24 and reported that the scores generated by the new instrument were relatively independent of the context-based content of the items employed.

Sallinen-Kuparinen et al. (1991) made comparisons between Finnish persons and persons from other populations, particularly those from the United States, on a variety of common measures of communication orientations. They reported that differences between Finnish and United States samples did exist, but the differences were primarily restricted to willingness to communicate and introversion. Data relating to communication apprehension and self-perceived communication competence for the two cultures were very similar. However, these two variables seemed to be much less predictive of willingness to communicate for Finns than they were for Americans.

Richmond and McCroskey (1995) performed an investigation on communication by taking a look at Apprehension, avoidance, and effectiveness. Smircich (1983) investigated the effect of the concept of culture for organizational analysis and stated that the concept of culture takes organization analysis in several different and promising directions.

According to Alavi et al. (2013), human resources are considered as one of the key components of any organization to reach its objectives. Human resources help organization performance doing organizational duties and making employees' improvement. Performance appraisal is essential to select useful strategies to increase productivity of human resource management along with productivity of employee to get strategic targets. Alavi et al. (2013) extracted effective factors on increasing of employee performance and subsequently, present some suggestions to managers of academic organizations. The study was executed on some employees who worked for Islamic Azad University in 2013 and the results of the study disclosed that in this school, employee performance in practical field was higher than expected, but in terms of operational and behavioral fields, they were in the middle stage.

Darvish et al. (2013) considered whether training programs could empower employees who were working as managers for an Iranian auto makers named Saipa Group Company. They concentrated on those employees who took part in master program in one of educational organizations in city of Tehran, Iran. They concluded that training programs could increase the level of meaningful sense and the feeling of competence. In addition, the results indicated that training programs could increase employees' self-organization as well as efficacy characteristics.

This paper presents a study on relationship between communication apprehension (CA) and communication apprehension. The organization of this paper first presents details of our proposed study in section 2 while the results are given in section 3 and the paper ends with concluding remarks.

2. The proposed study

In this paper, we present a study to investigate the relationship between organizational culture and communication apprehension (CA) among employees of Iran Broadcasting channel. The study considers the following four hypotheses,

1. There is a relationship between CA and cultures of masculinity (CM).
2. There is a relationship between CA and Individualistic culture (IC).
3. There is a relationship between CA and Power distance (PD).
4. There is a relationship between CA and uncertainty avoidance cultures (UAC).

The proposed study was accomplished among a sample of 30,000 employees who worked for Iran Broadcasting channel. The study selected a sample of 378 people and using a standard questionnaire originally developed by Hofstede (1984) for organizational culture and McCroskey et al. (1985) for CA. Cronbach alpha has been calculated as 0.9 for the questionnaire, which validates the results preliminary results and all questions are designed in Likert scale.

3. The results

In this section, we present details of our findings on testing various hypotheses using Chi-Square test and ϕ coefficient.

3.1. The first hypothesis: The relationship between CA and cultures of masculinity (CM)

The first hypothesis of this survey investigates the relationship between CA and CM. Table 1 demonstrates the results of our survey on the relationship between these two items.

Table 1

The summary of testing the first hypothesis (Relationship between CA and CM)

CM	CA							
	High		Average		Low		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Masculinity	3	3.2	47	49	46	47.9	96	100
Culture balance	18	7.2	128	51.4	103	42.4	249	100
Feminine culture	2	9.1	10	45.5	10	45.5	22	100
Total	23	6.3	185	50.4	159	43.3	367	100

The values of Chi-square is equal to 3.067 with P-value=0.547 and $\phi = 0.091$. Therefore, we can conclude that there is no meaningful relationship between CA and CM when the level of significance is five percent and the first hypothesis is rejected.

3.2. The second hypothesis: The relationship between CA and Individualistic culture (IC)

The second hypothesis of this survey investigates the relationship between CA and IC. Table 2 shows the results of our survey on the relationship between these two items.

The values of Chi-square is equal to 6.953 with P-value=0.138 and $\phi = 0.137$. Therefore, we can conclude that there is no meaningful relationship between CA and IC when the level of significance is five percent and the second hypothesis is rejected.

Table 2

The summary of testing the second hypothesis (Relationship between CA and IC)

IC	CA							
	High		Average		Low		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Individualistic	14	5.7	116	47	117	47.6	247	100
Individualistic culture	9	7.8	66	55.9	43	36.4	118	100
Collectivism	0	0	3	100	0	100	3	100
Total	23	6.3	185	50.3	160	43.5	368	100

3.3. The third hypothesis: The relationship between CA and Ambiguity aversion (AA)

The third hypothesis of this survey investigates the relationship between CA and AA. Table 3 presents the results of our survey on the relationship between these two items.

Table 3

The summary of testing the third hypothesis (Relationship between CA and AA)

AA	CA							
	High		Average		Low		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Ambiguity aversion	21	6.5	157	48.6	145	45.0	323	100
Culture balance	2	5.3	21	55.3	15	39.5	38	100
Venture	0	0	1	100	0	100	1	100
Total	23	6.4	179	49.4	160	44.3	362	100

The values of Chi-square is equal to 1.638 with P-value=0.802 and $\phi = 0.067$. Therefore, we can conclude that there is no meaningful relationship between CA and AA when the level of significance is five percent and the third hypothesis is rejected.

3.4. The fourth hypothesis: The relationship between CA and Power Distance (PD)

The fourth hypothesis of this survey investigates the relationship between CA and PD. Table 4 summarizes the results of our survey on the relationship between these two items.

Table 4

The summary of testing the fourth hypothesis (Relationship between CA and PD)

PD	CA							
	High		Average		Low		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Fair distribution of power	2	3.3	26	42.6	33	54.1	61	100
Balance distribution of power	17	6.2	136	49.5	122	44.4	275	100
Unfair distribution of power	4	19	14	66.7	3	14.3	21	100
Total	23	6.5	176	49.3	158	44.3	357	100

The values of Chi-square is equal to 13.591 with P-value=0.009 and $\phi = 0.198$. Therefore, we can conclude that there is a meaningful relationship between CA and PD when the level of significance is five or even one percent and the last hypothesis is confirmed.

4. Discussion and conclusion

In this paper, we have presented an empirical investigation to find the relationship between organizational culture and communication apprehension among some employees who worked for Iran broadcasting channel. The study has adopted two well-known questionnaires developed by Hofstede

(1984) for organizational culture and McCroskey et al. (1985) for CA. We have used Chi-Square test to verify different hypotheses of the survey and the results of the survey have indicated that while there was no relationship between CA and three components including cultures of masculinity, individualistic culture and ambiguity aversion, there was a significance relationship between CA and power distance. The results of our survey indicate that as the power distance increases we may expect a higher level on CA. We may reduce the existing gap between top level management and regular employees by having regular sessions. In addition, it is possible to build a mutual trust between top management team and regular employees and encourage regular staff when there are some achievements.

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