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Influence of Organisational Culture on Communication Climate of Akwa Ibom Broadcasting Corporation (AKBC)

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ABSTRACT

This study examined the influence of organisational culture on the communication climate of Akwa Ibom State Broadcasting Corporation (AKBC). Anchored on Schein's organisational culture theory, system theory and competitive values framework theory, the study adopted survey as the research design. The population of the study comprised 112 staff members of AKBC. Taro Yamane's formula was used to determine the sample size of 88. Findings indicated that the culture at AKBC was hierarchy culture which greatly impact on the organisation's communication climate. It suggests a controlled and structured culture characterized by a top-down flow of information. It was recommended that AKBC should actively promote values that foster up-ward, open, and transparent communication. Also, the management of AKBC should encourage transparency and diverse values in order to enhance open dialogue and feedback.

KEY WORDS: Influence, Organisational Culture, Communication Climate, Akwa Ibom Broadcasting Corporation (AKBC).

Introduction

The business environment is marked by intense competition, requiring a constant focus on maintaining the quality of products and services. This emphasis on the quality is paramount and cannot be sidelined, making the role of human resources performance pivotal. Organisational communication is a key solution to address this challenge, as the innate human inclination to communicate persists and manifests within the workplace. Within a company, employees have a responsibility to engage in communication with one another. A critical factor influencing a company's success is the culture and communication climate it nurtures. Changes in the communication climate within an organisation can profoundly impact employee

performance and productivity (Alseiri & Farrell, 2020; Chakraborty & Biswas, 2020, Dartey-Baah et al., 2020).

Delving into issues related to organisational culture is imperative, as it remains intricately linked with the company's existence. Organisational culture represents a shared and unifying set of principles, assumptions, beliefs, ideology, values, expectations, and rules. Notably, an organisation's culture is shaped by factors like team dynamics, management practices, character, and administrative procedures. The significance of organisational culture lies in its function as a guiding practice that defines the behavioural standards adhered to by members of the organisational hierarchy. A thriving

organisational culture enhances the organisation's resilience and strength (Balanagalakshmi & Kumari, 2019; Budie et al., 2019; Hovathova et al., 2020).

Organisational culture refers to the shared values, beliefs, assumptions, perceptions, norms, artefacts, and behavioural patterns within an organisation (Martins & Terblanche, 2003). It gives members meaning to events and actions as it shapes attitudes, behaviours, and communication (Lok & Crawford, 2004). A supportive organisational culture creates the foundation for the open communication flows needed for identifying quality issues and improving processes (Zairi, 2013).

Organisational culture and communication climate are interconnected in a dynamic relationship. The culture sets the expectations and values related to communication, while the climate reflects how those communication experiences are practiced by employees. The prevailing organisational culture sets tone for how communication is expected and perceived within the organisation. For example, a culture that values transparency and open communication is likely to foster a positive communication climate where employees feel comfortable sharing their thoughts and ideas. Conversely, a culture that is secretive, hierarchical, or where communication is discouraged can contribute to a negative communication climate characterized by fear, mistrust, and reluctance to share relationship between culture and communication climate has a direct impact on an organisation's performance and effectiveness. A positive communication climate within a culture that values transparency and collaboration tend to lead to better teamwork, decision-making, and innovation. In contrast, a negative communication climate within a culture that stifles communication can hinder productivity, employee satisfaction, and overall organisational success. Hence, managing and aligning both culture and climate is essential for fostering effective communication, a healthy work environment, and organisational success.

Akwa Ibom Broadcasting Corporation (AKBC) UHF Channel 45, is a state-owned television station in Uyo, Akwa Ibom State. AKBC was established in April, 4, 1998 and is the first local television station. It provides both television and radio services. It transmits in 90.528mhz from Ntak Inyang (<https://en.wikipedia.org>).

In this research, the intricate interplay between Akwa Ibom Broadcasting Corporation's (AKBC) organisational culture and the prevailing communication climate is being examined. By examining how cultural elements, such as values, leadership styles, and communication practices, converge to mould the communication atmosphere, the research aim to uncover the depth of their connection. This research seeks to provide valuable insights that can enhance AKBCs communication effectiveness, further its mission, and offer broader implications for organisational communication dynamics.

Statement of the Problem

Organisational culture, often considered the bedrock of a company's values, beliefs, and practices is pivotal in determining how communication flows (Martins & Terblanche, 2005).

Despite the critical role that AKBC plays in communicating with the people of Akwa Ibom State, there is a gap in our knowledge regarding the specific ways in which the organisational culture of AKBC affects its communication climate. This knowledge gap, raises concerns about the effectiveness of communication strategies, employee satisfaction, and overall organisational performance. This research seeks to delve into this relationship, exploring the various dimensions of AKBC's organisational culture that impact the

communication climate and the potential implications for organisation's success.

Objectives of the Study

The objectives of this study were to:

1. assess the organisational culture existing in AKBC
2. examine the extent of influence the organizational culture has in AKBC.
3. identify strategies that can be developed to improve organisational culture for favourable communication climate.

Literature Review

The concept of organisational culture has a variety of meanings and connotations. While a variety of definitions of culture that integrate these commonalities have been offered, the most comprehensive one has been offered by Schein (2010): a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, taught to new members as the correct way to perceive, think, and feel in relation to those problems. (p. 1 8) Schein suggests that organisational culture is clearly influenced by the basic assumptions or ideologies (Trice & Beyer, 1993 cited in Schein 2010) people hold.

Organisational culture refers to the values, beliefs, assumptions and practices shaping an organisations operation (Schein, 2017). According to Valmohammadi & Roshanzamir, (2015), organisation with cultures resistant to change, lacking vision, or poor internal communication will need help to create an environment that can thrive.

Organisational culture is not inborn. It has to be invented and later developed over time in the of the organisation. It enables employees to perform within the framework of the organisation's culture. Environment plays a dominant role in shaping the culture and so does demographic factors. It is therefore environment specific in nature. Organisation culture help develop professionalism among its employees. Value system is the corner stone of the organisation culture. It promotes standardization in various systems and sub-systems, which reduce role conflict to a great extent. Once the culture is developed, it virtually becomes a people's organisation from a functional point of view that promotes risk-taking among managerial cadre and generates novel ideas. It promotes communication that improves productivity and job satisfaction. Organisation culture promotes equality and work culture.

The corporate culture "consists of norms, values and unwritten rules of conduct of an organisation as well as management styles, priorities, belief and interpersonal behaviours that prevail. Together they create climate that influences how well people communicate, plan and make decisions".

Organisational culture originates from the founders of the organization based on value system held by them. It is further passed on, down the line. Organisational culture is also a function nature of work and goals of the organisation. It is visible from the organisational structure. Centralized command and control, strict hierarchy and fixed communication are indicative of formal culture with little freedom of action and with scant attention to innovation and creativity. While decentralized work culture will promote autonomy that will lead to greater job satisfaction. McKenna, Hyllegard and Linder (2013) interviewed managers in the

U.S. manufacturing industry and concluded that organisational culture supporting opening communication, participating decision-making and willingness to change, is vital for success. According to Okon, Akpan and Akarika (2024), organisational culture significantly influences the effectiveness of programmes and initiatives.

Roles of Organisational Culture

Organisational culture plays a pivotal role in providing significance to the life within an organisation. Its primary function is to define the manner in which things are done (Arnold, & Walsh, 2015). This act of creating meaning is intrinsically tied to corporate culture, as it allows present members to continue learning from the wisdom of their predecessors. Brown (2019) highlights several key roles of organisational culture:

- i. **Conflict Reduction:** A shared culture fosters consistency in how individuals perceive, define problems, evaluate issues, form opinions, and make choices, ultimately reducing conflicts.
- ii. **Coordination and Control:** The cultural alignment promotes a unified outlook, thus streamlining organisational processes related to coordination and control.
- iii. **Reduction of Uncertainty:** Embracing the cultural mindset serves as a mechanism for alleviating anxiety, simplifying the work environment, facilitating decision-making, and rendering rational actions feasible.
- iv. **Motivation:** A cohesive and well-suited culture can provide employees with a sense of identity and loyalty, nurturing beliefs and values that inspire exceptional performance.
- v. **Competitive Advantage:** A strong culture enhances an organization's likelihood of succeeding in the competitive marketplace.

In addition to roles, Martins and Martins (2013) also identify the following functions of organisational culture:

- i. **Boundary-Defining Role:** Organisational culture establishes distinctions between one organization and others.
- ii. **Sense of Identity:** It imparts a sense of identity to members of the organisation.
- iii. **Commitment to a Greater Cause:** It encourages commitment to objectives beyond individual self-interests.
- iv. **Enhanced Social System Stability:** By acting as the adhesive that binds the organisation, it provides appropriate standards for employee conduct and helps maintain social stability.
- v. **Control mechanism:** It serves as a guiding influence, shaping the attitudes and behaviours of employees.

Impacts of Organisational Culture on Communication Climate

Communication Norms and Values: Organisational culture defines the norms and values that guide communication within the company. For example, in a culture that values transparency and open communication, employees are more likely to engage in honest and direct communication. In contrast, a culture that emphasizes hierarchy and formality may stifle open dialogue.

Leadership Style: The leadership style within an organisation is often a reflection of its culture. A leader's approach to communication, such as being approachable and receptive to feedback, can set the tone for how employees communicate with each other. Leadership that encourages open and respectful communication can foster a more positive communication climate.

Communication Channels: Organisational culture can influence the types of communication channels used. In some cultures, face-to-face communication is highly valued, while in others, digital or written communication is more common. The choice of channels affects how information flows and the quality of interactions.

Trust and Psychological Safety: A culture that values trust and psychological safety encourages employees to speak up, share ideas, and express concerns without fear of retribution. Trust is a fundamental element of a positive communication climate, and it is often shaped by the culture's values and behaviours.

Conflict Resolution and Feedback: The way conflicts are handled and feedback is given within an organisation is heavily influenced by its culture. A culture that encourages constructive conflict resolution and constructive feedback will promote a healthier communication climate.

Inclusivity and Diversity: Organisational culture also influences how inclusive and diverse the communication climate is. A culture that values diversity and inclusion is more likely to encourage diverse perspectives and voices in the communication process.

Communication Barriers: Some organisational cultures may inadvertently create communication barriers, such as excessive bureaucracy, unclear roles, or siloed departments. These barriers can hinder effective communication and create a negative communication climate.

Organisational Communication Climate

Communication climate according to Denis cited in Akarika, Iwok and Ikon, (2021) is an objective quality of experience about the internal environment of the organisation that includes the organisation members: perception of messages and the relationship of messages with events that occur within the organisation. Communication climate that is favourable encourages its members to communicate openly, relaxed and friendly with any other members (Akarika et al. 2021).

According to Akarika, Umoren and Okon (2021 pp.45-46): "A favourable communication climate will improve workers morale, make it easier for management to organize products effectively; make the company a better place to work and thereby more attractive to more productive employees; reduce employee's absenteeism, help to reduce the possibility of unionisation, and lessen the possibility of a strike".

Organisational communication flow involves the organising, selecting and disseminating of information between and within internal and external audience of any organisation as well as institution (Akarika, 2020). Placing emphasis on effective organisational communication flow will help organisations to develop a system that is able to communicate with its various publics (Akarika, 2021).

Organisational climate relates to the way formal and informal organisational elements are perceived and enacted through everyday behavior. Organisational climate and culture are often used interchangeably yet both concepts are distinct. Organisational culture is defined as the deeper set of beliefs, norms and values shared by employees within an organisation (Schneider et al., 2013).

In contrast, organisational climate is about the surface manifestations and experiences of structure, policies and practices (Ostroff, Kinicki & Muhammad, 2013). Schneider, Ehrhart and Macey (2013) define organisational climate as the shared perceptions of and the meaning attached to the policies, practices, and procedures employees experience and the behaviours they observe. Moreover, organisational climate has been positively linked with impacting the clarity and frequency of effective internal communication (Morgeson, Dierdorff & Hmurovic, 2010).

Factors that Enhances Organisational Communication Climate

Leadership: Leadership is often cited as the central force that shapes organisational culture and climate (Schneider et al., 2013). Whether it promotes an environment for innovation (Dyer et al., 2011), efficiency (Drucker, 2017) or a climate of transparency during change off management, leadership holds tremendous influence over what takes place inside organisations. Past studies have shown that leadership accounts for two thirds of employee behaviour and commitment within organisations (Zetterquist & Quirke, 2007 in Bharadwaj, 2014). This suggests that leadership is an intrinsic part of climate. While management and leadership are interrelated concepts, it is essential to define what differentiates the two concepts. Management is mostly concerned with planning, organising, coordinating and administering resources to perform tasks. Management communication reflects these concerns through policies, announcements and reports. Leadership is about setting a vision and direction while developing appropriate strategies to support their realisation (Drucker, 2017).

Policies and Practices: Organisational policies cover a range of legal, technical, financial and ethical boundaries in which employees work. These can include employment conditions as well as pricing mechanisms and the regulated use of systems and processes. In short, policies define behavioural expectations in pursuit of organisational goals. Organisational policies and practices can be a significant effect in shaping climate for effective communication within an organization. As Zohar (2000, cited in Schneider et al., 2013, p.367) notes “a weak climate can result when policies and procedures are inconsistent and/or when the practices that emerge from policies and procedures reveal inconsistencies”. The way policies are perceived and practices enacted throughout the organisation influence the strength of a climate in promoting internal communication openness.

Organisational Structure: Organisational structure allows organisations to cope with their operating environments through coordinating mechanisms including values, norms and processes (Mintzberg; 1989). Structure is important for climate in terms of employee roles and responsibilities within the broader context of the organisation. Organisations have different configurations as a result of diffused hierarchies and operational centres. Along with policies and procedures, roles and responsibilities allow organisations to establish work expectations and accountability levels.

Channels: Channels as Bharadwaj (2014, p. 187) writes, “clear and effective channels of communication beget productive work ambiance”. Communication channels in part define organisational climate. They can either be face-to-face or mediated.

Theoretical Framework

Three theories were adopted for this study: Schein’s Organisational culture theory, Systems theory and Competing values framework theory.

Schein’s Organisational culture theory

Schein’s Organisational culture theory was proposed by Edgar Schein a prominent organisational psychologist, in the 1980s and 1990s (Schein, 2010). The main idea behind this theory is that organisational culture is pattern of shared basic assumptions, values and beliefs that shape the functioning, behaviours, and actions of organisational members (Schein, 2010). According to Schein (2010), culture manifests at three levels – artefacts, espoused values, and underlying assumptions. Artefacts refer to the visible elements of culture, like rituals, languages, stories, and the physical environment. Espoused values are the stated values and rules of behaviour. Underlying assumptions are the unconscious beliefs and thought processes that guide behaviours. Analyzing all three levels provides a comprehensive understanding of organisational culture (Appelbaum et al., 2017).

Schein argues that culture is embedded and transmitted to organisational members by leaders, who play a crucial role in communicating values, modelling desired behaviours, and reinforcing cultural norms through teaching, coaching, and problem-solving (Schein, 2010). The theory emphasizes how leaders shape culture creation, embedding, evolution, and destruction in organisations (Sharma & Good, 2013). This theory, provides a relevant framework to examine how the different elements of organisational culture at AKBC, shaped by its culture, influence communication climate. The multilayered perspective, allows for systematically, assessing the cultural artefacts, values, and assumptions that enable or impede open communication... (Pentareddy & Suganthi, 2015). It also aligns with the research objectives of identifying specific cultural aspects that facilitate or poorer knowledge transfer than organic cultures (Uddin et al., 2022).

Systems theory

Systems theory is a comprehensive and interdisciplinary framework that provides a holistic perspective on organisations and how they function within their broader environments. Developed by general systems theorists such as Ludwig von Bertalanffy. Systems theory views organisations as complex, interrelated systems composed of various elements that interact and influence one another. Systems theory considers the entire organisation as a single, interconnected system. It emphasises the interdependence of different elements within the organisation, including people, processes, structures, and resources. The theory defines boundaries that separate the organisation from its external environment. These boundaries help identify the inputs and outputs of the organisation and how it interacts with its surroundings. It further emphasises the importance of feedback loops in organisations. These loops allow for self-regulation and adaptation to changes in the environment. Positive feedback reinforces existing patterns, while negative feedback helps maintain stability.

Within an organisation, there are often multiple subsystems that contribute to the functioning of the larger system. Systems theory recognises that the whole organisation can exhibit emergent properties that are not simply the sum of its individual parts. These properties can be influenced by the interactions and relationships between elements. It categories organisations into Open vs. closed systems: Organisations can be categorised as open or closed systems. Open systems interact with their environment, while closed systems are relatively isolated. Systems theory helps organisations understand the advantages and disadvantages of theory system type.

Overall, system theory provides a valuable lens through which to analyse how AKBC operates as an organisational system, how its culture and communication climate are interconnected elements, and

how changes or feedback within this system can impact its overall effectiveness and performance in serving its mission and objectives.

Competing Value Framework theory

One of the most commonly accepted frameworks developed to distinguish dimensions, or theories, of organisational culture is the competing value framework (Fairs, 2016). This framework was initially introduced to understand the values underlying organisational effectiveness and was further developed to understand organisational forms, organisational life cycles and leadership roles. This is a widely accepted theory of dimensions of organisational culture in management and behavioural studies.

The competing value framework proposed by Cameron Quinn (2016) is the most-used descriptive framework to identify different types of organisational culture (Fupta, 2011; Suppiah & Sandhu, 2011; Corfield & Paton, 2016; Chandler et al. 2017) this framework is rooted in considerable research in the organisational culture area and aligns with well-accepted cultural categorical themes- the way people think, their values, assumptions and how they process information (Harper, 2012).

Cameron and Quinn (2016) identified four dimensions of organisational culture in the competing value framework as follows: Hierarchy culture, market culture, clan culture, adhocracy culture.

Hierarchy/consistency/bureaucracy culture

This culture type emphasises uniformity and strong control of the organization with empowering coordination, evaluation and internal efficiency (Cameron & Quinn, 2016). The main focus is the internal organisation and stability of the organisation. Order, security, rules and regulations are common motivators while efficiency, control and stability measure the organisation's effectiveness. Implementation of rules and regulations is a key expectation of the leaders. Clearly defined decision-making procedures and well-established rules and regulations help to keep employees under control and accountable.

Market/rational culture

In the late 1960s it was perceived that the hierarchy culture could not provide sufficient flexibility for organisations when meeting strong market competition, and the market/rational culture emerged as a result (Cameron & Quinn, 2016). The main focus is how to compete and reach set goals with unsupportive external factors, such as government regulations license restrictions, customers' expectations, suppliers' limitations, external contractors and trade unions. Competition and successful achievement are the motivational factors, while control, efficiency and stability measure the effectiveness of the organisation. Increasing the market segment, profitability, customer base and targets are the primary focus of the organisation, and competitiveness and productively are key values and attributes.

Clan/group/involvement/consensual culture

The main focus of clan/group/involvement/consensual culture is maintaining better relationships and providing greater flexibility to employees to perform their job. Leaders of the organisation actively engage with employees and have concern for their well-being. Extensive support of staff and interaction between employees are encouraged in this culture. Trust, involvement, teamwork and

corporate commitment to staff are the key characteristics of this dimension. Loyalty and tradition play an important role in clan, culture, and customers are best thought of as partners.

Development/adhocracy/role culture

The development/adhocracy/role culture emerged when the developed world moved to the information age from the industrial age (Cameron & Quinn, 2016). In this culture, most employees contribute to special committees or task forces which are dissolved once the task is complete. The main focus is creativity, innovation and resource acquisition (Fairs, 2016). Leaders are expected to take risks, as entrepreneurial and idealistic approaches are the keys to this dimension. Growth of the organisation, the acquisition of new resources, stimulation and development of a vision for the future are major concerns of this type of culture. Individualism in the workplace is significant, as innovation is a major expectation in day-to-day tasks.

Research Methodology

The researcher employed survey research design to gain deeper insights into the study, utilising questionnaire as the primary data collection instrument. The study was centred on the staff members of AKBC, constituting a population of 112 employees (Administrative Department). To ensure a representative sample, a total of 88 respondents were selected based on Taro Yamani's formula for determining sample size. The sample was chosen through a probability sampling method. Data for the study were primarily collected through the administration of copies questionnaire, a process overseen by the researcher. The copies of questionnaire were personally distributed and collected from the respondents at their respective offices within the organisation's premises at Ntak-Inyang. Analysis of the data was done using tables to represent the frequencies and percentage of the respondent. Also, data were analysed using the weighted mean score based on a four-point Likert scale rating system.

Data Presentation and Analysis

Table 1: Organisational Culture of AKBC

Option	Frequency	Percentage
Hierarchy culture (controlled and structured)	53	60
Adhocracy culture (innovative and dynamic)	22	25
Clan culture (collaborative and supportive)	10	11.1
Market culture (competitive and results-focused)	3	3.4
Total	88	100

The data presented in Table 1 revealed that 53 respondents representing 60% of the sampled respondents believed the AKBC has a structured hierarchical culture. This implies that the existing culture in AKBC is a culture that is controlled and structured.

Table 2: Ratings of Prevalent Communication Climate of AKBC

Statement	Sa	A	U	D	Sd	Mean scores	Decision
AKBC organisation encourages transparency and ensures that information is readily available and that individuals understand the processes and decisions made within the organisation	8	14	33	26	7	2.9	Rejected

AKBC organisation encourages open dialogue and problem-solving rather than avoidance or hostility	12	26	44	6	-	3.5	Accepted
AKBC organisation encourages values of diversity and ensures that all voices are heard, regardless of background, position, or perspective.	8	21	12	41	6	2.8	Rejected
Feedback is offered constructively, focusing on growth and improvement rather than criticism	12	18	33	15	10	3.1	Accepted

Data presented in Table 2 revealed the prevalent communication climate existing in AKBC. Out of four statements put forward for responses, two were accepted and two were rejected with an average weighted mean score of 3.1. The responses from the respondents

infer that although AKBC do not encourage transparency and values of diversity, it encourages open dialogue and feedback rather than avoidance and criticism.

Table 3: Ratings of Influence of Organisational Culture on Communication Climate in AKBC

Statement	SA	A	U	D	SD	Mean score	Decision
Organisational culture influences communication climate in AKBC to a very large extent	50	10	5	13	10	39	Accepted
Organisational culture influences communication climate in AKBC to a large extent	40	20	3	15	10	3.7	Accepted
Organisational culture influences communication climate in AKBC a little extent	13	10	5	20	40	2.3	Rejected
Organisational culture influence communication climate in AKBC a very littler extent	10	13	-	20	45	2.1	Rejected

The data from Table 3 shows the influence of organisational culture on communication climate of AKBC. Out of four statements put forward for responses, two were accepted and two were rejected with an average weighted mean score of 3.0. This implies that

organisational culture greatly influences communication climate in AKBC

Table 4: Ratings of Strategies to be developed to improve Organisational Culture for favourable Communication Climate in AKBC

Statement	Sa	A	U	D	Sd	Means scores	Decision
Promote values that encourage open and transparent communication	23	47	16	2	-	4.0	Accepted
Foster leadership styles that support collaboration and employee involvement.	22	32	14	20	-	3.6	Accepted
Implement feedback mechanisms to assess alignment progress.	26	41	18	3	-	4.0	Accepted
Encourage greater organisational flexibility and adaptability.	33	32	14	9	-	4.0	Accepted
Create cultural change programmes and workshops to align culture with communication practices	18	28	33	9	-	3.6	Accepted

The result presented in Table 4 shows a positive total weighted mean score ranging from 3.6 to 4.0 on all the identified item which enhances, organisational communication climate and efficiency in communication within the organisation.

Discussion of Findings

The findings of this study are discussed based on the research objectives formulated for the study.

With regards to the organisational culture existing in AKBC, data gathered and presented in Table 1 revealed that majority of respondents 53 (60%) were of the opinion that AKBC has a hierarchy culture. This implies that AKBC culture is controlled and structured, characterised by a top-down flow of information.

Finding of this study points to the prevalence of bureaucratic cultural dimensions. According to this research, delving into issues related to organisational culture is imperative, as it remains intricately linked with the company's existence. The significance of

organisational culture lies in its function as a guiding practice that defines the behavioural standards adhered to by members of the organisational hierarchy. A thriving organisational culture enhances the organisational resilience and strength (Balanagalakshni & Kumari 2019; Budie et al. 2019; Hovathora et al 2020). Finding of this study further gives credence to Cameron and Quinn (2016) who identified four dimension of organisational culture in competing value framework theory to include hierarchy culture among other culture.

On the extent of influence organisational culture has on the communication climate in AKBC, Tables 4.2 and 4.3 respectively provides answer to this objective. Data presented in Table 4.2 shows that with a weighted mean score of 3.1, although AKBC do not encourage transparency and values of diversity, it encourages open dialogue ad feedback rather than avoidance and criticism.

Table 4.3 revealed with an average weighted mean score of 3.6 that organisational culture greatly influences communication climate in AKBC.

Findings of this study gives credence to the assertion that organisational culture, often considered the bedrock of a company's values, beliefs, and practices is pivotal in determining how communication flows (Martons & Terblanche, 2003). A supportive organisational culture creates the foundation for the open communication flows needed for identifying quality issues and improving processes (Zairi, 2013).

Finding of this study corroborates McKenna et al. (2013) whose study concluded that organisational culture supporting open communication, participative decision-making and willingness to change, is vital for success and significantly influences the effectiveness of programmes and initiatives (Okon et al. 2024). Communication climate that is favourable encourages its members to communicate openly, relaxed and friendly with any other members (Akarika et al. 2021).

On the strategies to be developed to improve communication culture for a favourable communication climate in AKBC, Table 4 revealed a positive total weighted mean score ranging from 3.6 to 4.0 on all identified item which enhances organisational communication climate and efficiency in communication with AKBC. In this segment of the study, respondents were requested to rate specific items that have the potential to cultivate a favourable communication climate within the organisation. Analysis of the gathered data revealed that all the identified items, which are considered potential strategies for enhancing effective communication within the organisation, received favourable weighted mean scores of 3.0 or higher. This suggests that respondents endorse the idea that fostering open and transparent communication, promoting leadership styles that facilitate collaboration and employee engagement, and encouraging greater organisational adaptability are integral approaches for improving the communication climate within the organisation. This, in turn, paves the way for inclusivity and, ultimately, enhances operational efficiency.

Conclusion

This research was centred on exploring the influence of organisational culture on the communication climate at AKBC. Findings indicate that the organisational culture at AKBC has a notable adverse impact on the organisation's communication climate. In conclusion, the research revealed that there is a relationship between organisational culture and the communication climate in AKBC.

Recommendations

Based on the findings, the following recommendation were made:

1. The management of AKBC should actively promote values that foster up-ward, open and transparent communication. This will encourage honesty, active listening, and a commitment to sharing information throughout the organisation.
2. Management of AKBC should encourage transparency and diverse values in order to enhance open dialogue and feedback.
3. AKBC should implement cultural change programmes and workshops designed to align the existing culture with global best communication practices.

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