The Moderating Effect of Organizational Culture on the Relationship between Communication Strategies and Organizational Change

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Abstract: With the rapidly changing landscape of higher education, university campuses have become critical extensions of their parent institutions, particularly in China, as reflected in the emphasis on innovation and human capital development and the establishment of branch campuses in places such as Shandong. For these institutions, effective organizational change is key to achieving sustainable success and transformation. This study focuses on how organizational culture moderates the relationship between communication strategies and organizational change in a university branch in Shandong Province. By deeply investigating the dynamic relationship between these two factors, it aims to provide insights for institutional leaders and managers to develop comprehensive change management strategies. The core of the study was to understand respondents' perceptions of different communication strategies during organizational change and to analyze the far-reaching impact of these strategies on branch campuses. The researchers used qualification surveys and semi-structured interviews to explore the role of communication strategies in organizational change and employees' perceptions of these strategies.

Keywords: organizational culture, organizational change, communication strategies

1. Introduction

The purpose of this study was to examine the role of organizational culture on the relationship between communication strategies and organizational change at Shandong University Campus. It is crucial to understand the three issues of organizational change, organizational culture, and communication strategies. Data collected from the study participants related to the distributed questionnaire with questions derived from the study objectives. There were 425 participants in the study who were management staff in Shandong University branch. They agreed to participate in the study by answering the questions in the questionnaire. By analyzing the data collected from the participants of the study in relation to the questions in the research questionnaire, final conclusions about the key issues of the study were drawn, revelations were made, and possible future research was envisioned.

2. The importance of examining organizational culture on the role of communication strategies and organizational change

2.1 Background and significance

A branch campus of Shandong University is an extension of the main campus that has the same level of academic rigor as its parent campus, but does not necessarily offer all the same degree programs. The distance between the branch campus and the main campus is compensated for by placing it in an area that is easily accessible to the student body. While branch campuses do have management teams, the governing bodies of the administrators who provide leadership are usually located on the main campus of the institution they study. The vast majority of administrators working at universities do not delegate authority to campuses that are far from the main campus.

2.2 The importance of the study

There is a relative lack of research on the role of communication technologies in organizational change in universities from the perspective of university staff. By gathering the experiences and perspectives of different staff members, the study fills this research gap and provides important insights into change management in higher education institutions. These findings not only contribute to future relevant research, but also provide practical guidance for universities to improve their change management processes. Furthermore, the potential benefits of effective change management are not limited to universities, but also apply to other businesses and governments.

3. The study of the role of organizational culture on the relationship between communication strategies and organizational change

3.1 Organizational change

Organizational change and communication strategies are the basis of this research. Therefore, there is a great need to learn more about organizational change and communication and figure out how to use this knowledge. In order for the reader to have a thorough and in-depth understanding of organizational change. Organizational change is a method used to describe changes that occur in the structure and function of social systems. For this study of the Shandong University branch, organizational change plays a vital role in the development of the Shandong University branch. Organizational change is promoted by enhancing the management's capacity for organizational change, as well as the employees' sense of engagement, belonging and innovation. These efforts have helped the branch campus to better adapt to changes in the external environment and enhance its overall competitiveness.

"Uncovering the Impact of Organizational Change on Employee Well-Being" explores the mediating role of resistance and the moderating role of job insecurity by examining the impact of organizational change on employee well-being. A longitudinal research design was used to investigate employees' reactions to organizational change and to identify factors that influence their well-being. Resistance to change was found to be associated with negative well-being outcomes, but job insecurity buffered this relationship. Considering the importance of individual differences in reactions to organizational change and the implications for theory and practice, different perspectives on organizational change are explored, including the role of resistance, individual differences, and the impact of change on employee well-being. Considers the need for a more comprehensive understanding of organizational change given its complexity and the range of factors that influence it. Emphasizes the importance of theoretical development and rigor in improving the understanding of organizational change[1].

3.2 Communication

A communication strategy may be broken down into four basic components, each of which plays a vital part in ensuring the success and impact of communication.[2] The importance of communication as the cornerstone of human social interaction cannot be overstated. In the process of exploring communication theories, we have gained insights into the nature and purpose of communication, as well as the impact of different communication styles on society and individuals. Communication is not only a tool for information transfer, but also a bridge for establishing and maintaining relationships and promoting cooperation and coordination.

Different modes of communication, such as verbal, written and non-verbal, have their unique effects and application scenarios. Choosing the right communication mode can be more effective in conveying information, solving problems and enhancing understanding. In addition, communication plays a key role in social evolution by facilitating the dissemination of knowledge, cultural exchange and social progress. However, miscommunication or poor communication can have a serious impact on the workplace. It can lead to misinterpretation of information, hinder teamwork, and even affect work efficiency and work atmosphere. Effective communication is essential for building and maintaining relationships within an organization, conveying information, solving problems, and promoting individual and team development [3]. Therefore, the development of good communication skills and abilities is crucial for both individual and organizational development.

In conclusion, through a deeper understanding of the nature and function of communication, we can better employ communication strategies to facilitate interpersonal interactions, enhance organizational efficiency, and promote the continued development and progress of society.

3.3 Organizational culture

By examining a large number of papers and theories on organizational culture, it is evident that there is frequent reference to different levels of organizational culture, namely artifacts, values and assumptions. Among them, artifacts, as identifiable initial objects, play an important role in organizational communication, involving document preparation, emotional expression and first impression creation. The complexity of artifacts requires understanding their origins and adapting them to new trends to maintain consistency with the organization. These objects convey aesthetic, symbolic, and instrumental values within the organization, influencing emotions and shaping the organizational climate through appearance, smell, and function. Although the mechanisms by which artifacts influence organizational attitudes are unclear, they have a significant effect on corporate culture. At the same time, organizational values and norms are critical for establishing uniform employee behavior and goals, which need to be effectively communicated and internalized. Values are critical for fostering employee commitment and loyalty and influence organizational innovation and performance. Organizations need to openly identify and communicate their underlying assumptions in order to shape culture and build alignment. Different

assumptions can lead to conflict, and the employee population needs to be considered holistically, rather than focusing only on high-performing individuals. Companies imposing beliefs on employees can lead to confusion and require acceptance and understanding.

In our study of culture, we examined four types of company cultures, clan culture, market culture, advertising culture, and hierarchical culture. Clan cultures focus on internal affairs and interpersonal interactions, emphasize team orientation and loyalty, and give employees autonomy. Market culture, on the other hand, focuses on achieving specific goals and drives performance through incentives and competition, but may lack employee empowerment. An advertising culture encourages innovation, risk-taking, and promotes personal autonomy in decision-making and provides opportunities for growth. Hierarchical cultures, on the other hand, emphasize prescribed rules and procedures, are controlling, have decision-making power at the top, and focus on cost-effectiveness and plan execution. Different cultures are appropriate for different situations, and the choice should be carefully considered.

4. Conclusion

This study found through questionnaires that the organizational culture of the Shandong University branch significantly moderated the relationship between communication strategies and organizational change. The organizational culture encourages open communication, participatory communication, and knowledge sharing, which fosters trusting relationships among stakeholders and enhances teamwork and the implementation of change initiatives. This culture not only fostered a sense of ownership and consistency among participants, but also improved overall organizational performance. In addition, the communication strategy of the Shandong University branch emphasized participatory and results-oriented communication, which ensured the effectiveness and accountability of project implementation. In summary, the organizational culture of the Shandong University branch played an important role in promoting communication strategies and organizational change, which had a positive impact on the successful implementation and overall performance of the organization.

Conflicts of interests

The author declares no conflicts of interest regarding the publication of this paper.

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