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IMPACT OF CORPORATE CULTURE ON
EMPLOYEE COMMUNICATION AT WORK.

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I hereby declare that I have compiled the paper independently and all works, important stand-points and data by other authors has been properly referenced and the same paper has not been previously presented for grading.

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ABSTRACT

Communication and relationship play an important role in building a healthy corporate culture. Naturally, any organization, especially a commercial one, is interested in effectively stimulating its staff, but this is not always possible only with material incentives. Culture is the result of the interaction amongst the employees- individuals working in the organization. A better employee relationship has positive impact in working environment. The positive atmosphere in the group not only productively influences its results, but also rebuilds the person, forms his new opportunities and manifests potential. Hence, corporate culture is a powerful strategic tool that orients all employees towards common goals, mobilizes their initiatives and ensures productive interaction. Therefore, the question of its role and importance in the management of an organization is one of the most relevant today. How the several dimensions of corporate culture influences the employee communication at work becomes the central questions of investigation. The purpose of study is to know the influence of corporate culture on the employee communication at work with a special reference to Transcom Eesti OÜ which is a multinational Company. The quantitative approach has utilized to do the research. The survey has been given to employees of the company, and data has further analyzed with descriptive and correlational statistics.

The study reveals that there is significant relationship between corporate culture and communication in the organization. This study contributed to understanding the impact of corporate culture on employee communication process. The results of the study can be used in the company in order to improve the development of corporate culture. In addition, the proposed research methodology can be applied to other companies in order to determine the features of the organizational culture and develop measures to achieve high results.

Key words: Corporate culture, corporate communication, employee, organization

INTRODUCTION

The existence of any organization cannot occur without the formation of the external appearance and internal climate. Both aspects significantly affect the image of the organization at the macro level and the internal atmosphere of the organization. The creation and regulation of these traits is conditioned by the existence of Corporate Culture.

Corporate culture is inextricably linked with communications in the organization. The culture that has developed in the organization influences the means of communication, and vice versa, the established and accepted methods of communication exert their influence on the culture. Moreover, the organizational culture manifests itself through various types of communication, and the corporate culture, aimed at correcting or initiating new processes, externally conducts these changes through new communication formats.

Properly formed organizational culture allows employees to instill the values necessary for the company, which will serve as an internal motive for effective activity (E. Schein, 2004)

One of the most important conditions for achieving the goals set for the enterprise is the formation of a strong corporate culture and a healthy climate in the team with ensuring effective corporate communication. Therefore, in addition to the factors influencing the formation of a corporate culture, it is necessary to analyze the corporate culture that has developed in the organization and corporate communication of employees in order to identify its strengths and weaknesses and develop appropriate recommendations.

Transcom Company is one of the largest customer service centers in Europe. The company works in a format of call center. The work environment is rather challenging and stressful for employees due to call center specifics. In the organization, there is lack of communication between employees and not well developed corporate culture. As the result, there are fewer options for employees to interact and establish friendly climate at the workplace.

The Research problem is following: Does corporate culture influence employee communication at work in Transcom Company.

The purpose of this thesis is to evaluate the influence of corporate culture on internal communications in "Transcom Eesti OU".

In order to achieve this goal, the following tasks were set:

- 1) To investigate link between corporate culture and employee communication at workplace
- 2) To give suggestions and recommendation to the Transcom Eesti OÜ Company in context of culture and employee communication.

The object of the study is internal communications between employees in a commercial organization. The subject of the research is the influence of corporate culture on managing corporate communications in a commercial organization.

This thesis consists of abstract, introduction, 3 main chapters, conclusion, recommendations and appendices. The chapters are:

1. Theoretical background that describes the concept of corporate culture and corporate communication, including tools of communication available for organization, mainly focusing on corporate events as significant influencing feature for communication at work.
2. Methodology and empirical research : this chapter consists of enterprise general description ,
3. The analysis of data and results of research.

This research has intended to contribute with the understanding of how the corporate culture influences employee communication at work and what possible measures company should strive to improve the employee communication at work.

1. THEORETICAL BACKGROUND

This chapter will represent the literature review of theories of corporate culture, theory of corporate communication and link between corporate culture and employee communication.

1.1 Theory of Corporate culture.

There are many scientific definitions of the corporate culture in literature. The culture of a group can be defined as: “A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (Schein, 1990).”

Hofstede explains culture as «The collective programming of the mind that distinguishes the members of one group or category of people from others" (Hofstede, G., 2009).

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Kotter and Heskett, 1992).

Eldridge J., Crombie A (2009) positioned corporate culture as a form of habit that has become a tradition, a way of thinking and a way of action, which to a greater or lesser extent is shared by all employees of the enterprise and must be learned and at least partially adopted by newcomers so that new team members become “their own.”

E. Brown (1995) gave the following definition: “Organizational culture is a set of beliefs, values, and learned ways of solving real problems, which has developed over the lifetime of an organization and tends to manifest itself in different material forms and in the behavior of members of an organization”.

D. Newstrom (1992): “Corporate culture- is a set of assumptions, beliefs, values and norms that are shared all members of the organization”

Klein, (1996) presented corporate culture as the center of activities in the company which influence its effectiveness and the quality of its product and services.

E. Jacques (1952): Culture of enterprise is a habit that has become a tradition and a way of action that is more or less shared by all employees of the enterprise and must be learned and at least partially accepted by newcomers so that new team members become “theirs”.

It is important to note that in literature sources the concepts of “corporate culture” and “organizational culture” are in most cases identical. This approach is based on the assumption that both cultural concepts are defined using the same terminology (ideology, values, expectations, vision, norms present in the organization).

However, a number of sources disprove this approach. In this context, there are two main points that were mentioned by Mogutnova (2005):

1. Corporate and organizational cultures are distinct concepts. Those terms are two different, independent, although overlapping in some elements, such as working conditions, artifacts, the mission of the organization and working conditions. However, in organizational culture, the focus is on the structure of the company and the regulated, fixed norms, while the main aspect of corporate culture is values.
2. Organizational culture and corporate culture are independent phenomena that differ in the way they emerge and form. Therefore, in organizations, corporate culture is gradually designed, developed and implemented, while organizational culture, in turn, develops spontaneously as the organization develops.

Within the framework of this work, the communication aspect of culture is considered at all its levels, formed both independently and developed by the management. Thus, the terms “corporate culture” and “organizational culture” are considered interchangeable later on.

Organizational culture is a complex phenomenon in company organization that has its own structure and construction specifics. Corporate culture has a certain structure, being a set of assumptions, values, beliefs and symbols, the study of which helps people in the organization to cope with their problems. Therefore, E. Schein determines the levels of culture of the organization according to the degree of visualization of its influence on the behavior of members of the organization. This theory is presented as a pyramid in Figure 1.

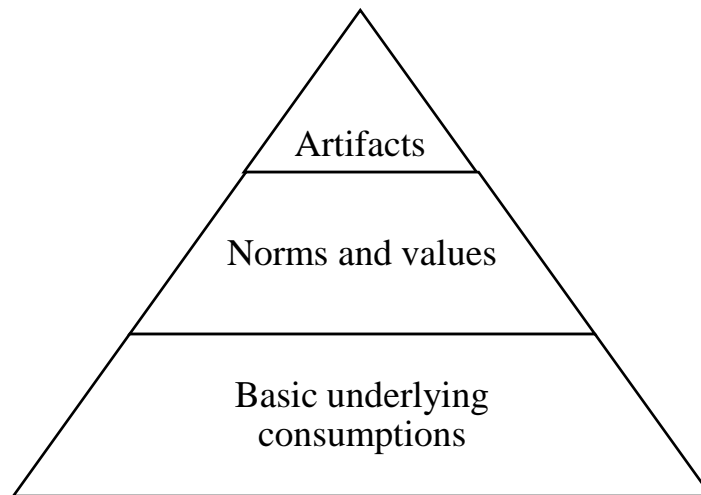


Figure. 1. Three levels of corporate culture model by E. Schein

Schein identifies three levels of culture:

The first, superficial level of organizational culture is visible to outsiders by observers through artifacts. Under the artifacts, Schein understands the specific product of culture (oral, written objects). These are its obvious and observable manifestations, for example, the visible behavior of employees of the organization, language, technology, corporate style, dress code, etc.

The second level is the declared values. These include values and norms that are deliberately fixed in the documents of the organization and are a practical guide for employees in carrying out their roles in the company (goals, mission, vision of the organization, philosophy, justification).

The third level - the basic assumptions adopted in the company. It is believed that these assumptions are the only true immutable rules, the basis for the existence of people in the organization, as well as the organization itself in the external environment. Such assumptions do not require proof and are often not even realized. This level is called the basic concepts and is the core of corporate culture. It includes perceptions, beliefs, feelings, thoughts.

So, the corporate culture is based on attitudes ideas and fundamental values shared by the members of the organization. They can be completely different depending on what constitutes the basis - the interests of the organization as a whole or the interests of its individual members. However, whatever they may be, this core defines everything else. Styles of behavior, communication, in general, everything that relates to behaviorism follow from values. The surface layer of organizational culture is a consequence of the other two and has no independent value. In addition, organizational culture is a new area of knowledge that is among the management sciences.

Schein (2004) describes the culture as the climate and practices that organization develops in the handling of the people. He also emphasize that the leadership and the culture are conceptually intertwined.

In general, effective corporate culture is distinguished by the following:

- Coherence, interaction (team spirit);
- Job satisfaction and pride in the results;
- Commitment to the organization and readiness to meet its high standards;
- High demands on the quality of employee work;
- Willingness to change, caused by the demands of progress and competition, despite the difficulties encountered in the course of work.

Corporate culture has a great influence on the behavior of members of the organization.

One of the notable results of a strong corporate culture is low turnover. This is explained by the consensus of the employees about what the organization's goal is and what it stands for. This, in turn, leads to the cohesion of employees, loyalty and devotion to the organization, and therefore the desire (to leave) such an organization among employees is lost. (Armstrong, 2006)

Corporate culture forms a certain image of the organization, distinguishing it from any other. Corporate culture could not be considered as something given, absolute: it is constantly changing as people and events in the organization change. (Kennedy ,1982)

There are many approaches to the selection of various attributes that identify culture at the macro and micro levels. Therefore, F. Harris and R. Moran (1991) propose to consider a specific organizational culture based on ten characteristics:

1. Awareness of themselves and their place in the organization (some cultures value concealment by the employee of their internal moods, others encourage their external manifestation; in some cases independence and creativity manifest through cooperation, in others through individualism);

2. Communication system and language of communication (the use of different types of communication, the degree of openness of communication vary from group to group, from organization to organization; jargon, abbreviations, gestures vary depending on the industry, functional and territorial affiliation of organizations);
3. Appearance, clothing and self-representation on the job (a variety of uniforms and workwear, business styles, tidiness, hairstyle, etc. confirm the presence of many micro cultures);
4. What and how people eat, habits and traditions in this area (organization of food for workers, food subsidies, frequency and duration of food);
5. Awareness of time, attitude to it and its use (degree of accuracy and relativity of time among employees, adherence to the time schedule and encouragement for it);
6. Relationships between people (by age and gender, status and power, experience and knowledge, rank and protocol, degree of formalization of relations, ways to resolve conflicts);
7. Values (as a set of guidelines, what is good and what is bad) and norms (as a set of assumptions and expectations regarding a certain type of behavior) that people value in their organizational life (their position, titles or the work itself), how these values persist;
8. Belief in something and attitude or disposition to something (belief in leadership, success, your strength, mutual aid, ethical behavior, justice, etc; attitude towards colleagues, clients and competitors; influence of religion and morality);
9. The process of employee development and learning (thoughtless or conscious performance of work, procedures for informing employees, recognizing or rejecting the primacy of logic in reasoning and actions, abstraction and conceptualization in thinking or memorizing, approaches to explaining the reasons);
10. Work ethic and motivation (attitude towards responsibilities, quality of work, habits, assessment of work and remuneration, individual or group work, promotion).

The means of corporate culture are the appropriate level of the organizational structure of the enterprise and good relationships in the team; social benefits for employees; availability of corporate identity staff uniform, corporate newspaper, company traditions, etc.

The above-mentioned characteristics of the organization’s culture, taken together, reflect and give meaning to the concept of organizational culture.

One of the well-known classifications of corporate cultures is the typology of K. Cameron and R. Quinn (2006) , based on a combination of indicators such as orientation of the company to external or internal processes in combination with flexibility / individuality or stability / control.

Table 1 . Typology of corporate culture (according to K. Cameron and R. Quinn)

Type	Description of corporate culture (CC)
1. Clan (family) culture	This CC is typical for organizations that focus on caring for people and internal respect for the individuality and uniqueness of each. The main value of such a culture is the team. Most often, these are companies operating in the client market: retail, services. In the sphere of culture, they include small municipal (rural) houses of folk art, museums and libraries. These organizations resemble a large family, connecting all employees with dedication, friendship and tradition. Relationships within the team are based on feelings; there are no official rules, as well as a clear division of duties and functionality between employees. The leader is sure that the subordinates should understand him at once, and the subordinates, in turn, without receiving clear instructions, try to determine for themselves what is expected of them. This position often leads to serious errors and reduced efficiency of all activities.
2. Adhocracy culture	This CC in an organization is manifested through attention to external positions in the market, to consumers, combined with high flexibility in solving problems. Employees are driven by innovation, willingness to take risks. Personal initiative and freedom is encouraged. This type of culture is characteristic of high-tech manufacturing organizations, which always need to keep their finger on the pulse. These include film studios, various creative laboratories for the development and implementation of large-scale cultural projects.
3. Market culture	For organizations with a market CC, attention is given to external positions (expanding market share, increasing customer base) in combination with stability

	and control (maintaining a certain level of profitability). Such companies are focused primarily on the result, the desire to win. Competition is encouraged among employees. It is expedient to use this culture at the stage of rapid development of the organization, in the period of active market capture. Most of all, it will suit the newly opened art galleries, exhibition centers, private museums (with a commercial bias)
4. Hierarchy culture	CC that focus on internal support of employees and the regulated orderliness of all processes. They tend to have a high level of control. The purpose of such companies is to maintain stability and formalized relations in the team. This type most often includes state structures and enterprises, which, first of all, are focused on observance of all rules and internal comfort, rather than on consumers. These include some large cultural institutions of federal or regional significance.

1.2. Methods of forming a corporate culture

Currently, corporate culture is considered as the main mechanism for ensuring a practical increase in the efficiency of the organization. It is important for any organization because it can influence:

- employee motivation;
- the attractiveness of the company for an employer, which affects the staff turnover;
- morality of each employee, his business reputation;
- labor productivity and efficiency;
- quality of work of employees;
- the nature of personal and industrial relations in the organization;
- the attitude of employees to work;
- Creative potential of employees.

Forming a corporate culture is a long-term and complex process. The main steps of this process should be:

- Defining the mission of the organization, its basic values;
- Formulation of standards of conduct for members of the organization;
- The formation of the traditions of the organization;
- The development of symbols.

The formation of a corporate culture is based on the contribution of each to joint activities, depending on the formal or informal position they take in the organization, as well as mutual expectations and mutual control of employees (James L. Gibson , 2012)

Further, the author of the thesis considers it necessary to highlight the main functions of corporate culture. For this purpose, were analyzed the works of such specialist as E. Schein “Corporate Culture” (2004), as well as Zinchenko and E.A. Kapitonov “Corporate culture. Theory and practice” (2005). According to the authors listed above, the main functions of the corporate culture are:

- the accumulation and dissemination of values, goals and missions of the company;
- the formation and development of the system of intra-organizational communications; - rationing of relations in the labor process;
- development of the organization’s external relations system;
- increase team cohesion, the development of a sense of mutual assistance, belonging to a larger group;

It can be concluded that the corporate culture unites the organization, its members, brings their interests closer, and increases loyalty. All this is achieved through the formation of a sense of identity, involvement, belonging to the goals and actions of the company. Corporate culture allows employees to feel involved in its traditions, certain norms and rituals, instills the desired pattern of behavior. Employees often follow a certain corporate style, which can be expressed in clothing and symbolism.

It was found that the main purpose of internal communication is to help the employee in understanding the corporate culture, goals and values of the organization. It is important to determine exactly which elements of the corporate culture that employees need to inculcate. According to E.A. Kapitonov (2005), the most important elements of corporate culture are “mission, corporate spirit, traditions and symbols, leadership and leadership styles, corporate ethics, corporate image and reputation, employee behavior patterns”

The organization should strive for the listed elements, and having reached them, make sure that they are transferred to subordinates. It is for the dissemination of these elements that internal communications in the organization are needed. As a result of the study, it could be concluded that internal organizational communications are inextricably connected with corporate culture. Accordingly, it is important to determine how effective the communications in the organization are and how exactly to manage them. That is why the next section will be devoted to the main methods of managing corporate communications in an organization, as well as evaluating their effectiveness.

1.3. Theory of Communication at work

The overall picture of the interaction between people in primary work collectives is complemented by personal relationships. Relationships is a system of interconnections of people among themselves in different groups. Relationships can be formal and informal, business and personal. Interpersonal relationships of people associated with social relations and are determined by them. The peculiarities of a person's behavior in a team, the results of his work cause certain reactions from other members of the group, form each of them in relation to this person, and thus the system develops a relationship system. Satisfaction with relationships horizontally (with employees) and vertically (with managers) is viewed as an important indicator of the socio-psychological climate in the workforce. In the most formal setting between people, one way or another, personal relationships develop and affect the overall atmosphere in the team, the general character, style, tone of relationships in the group. (Roos W, 2008).

Keyton (2010) pointed out that communication in the organization is a complex process, ranging from establishing contacts to developing interaction and folding relationships. The main function of communication is the organization of joint activities of people, which involves the development of a unified strategy for interaction. Another function of communication is the knowledge of people of each other, as well as the formation and development of interpersonal relations

Such phenomena as corporate culture and internal communications are inextricably linked. Each company intentionally or spontaneously forms channels of internal communications (formal and informal), and the rules, attitudes and norms of corporate culture are inevitably transmitted through these channels (Keyton, 2010).

Corporate communication is a process of interaction between people, during which there is an exchange of activities, information and experience. The aim of corporate communication is to set specific goals and specific tasks. In this way, it differs from communication in the broad sense of the word. A significant part of business communication takes office communication, i.e. interaction of people, carried out during working hours, within the walls of the organization.

Communication in a team is necessary in order to ensure communication between managers and executors, and in order to ensure interaction between colleagues and thereby ensure efficient and accurate data exchange without information and temporary losses. This should not only be from the bottom up - from employees to entry level. This is necessary to strengthen team spirit and increase loyalty. All this is because its activities are related to the goals and objectives of the company.

In addition, the lack of communication between employees and departments significantly slows down the resolution of any issues, provokes numerous conflicts and misunderstandings, and therefore leads to internal tensions in the team, in which different areas (groups, departments) begin to act not as allies, but as opponents. (Roos 2008)

All tools for building communication within an organization can be divided into several types described in a table below (Kapitonov, 2005):

Table 2. Type of Communicational tool (Data is based on the literature review)

Type of Communicational tool	Description	Examples
Informational	The aim is to inform employees about what is happening in the company	An informational tool can be a corporate magazine or newspaper, a corporate portal with a systematic knowledge base, where any employee can get the necessary information without distracting his colleagues, all sorts of internal corporate mailings.

Analytical.	As employees need to be aware of management plans, management also needs to keep abreast of and understand what performers want. Companies are using tools that provide feedback	Feedback forms , forums on the corporate website, employee questionnaire systems, personnel monitoring
Communicative	People are social creatures, and besides the exchange of working information, they also need personal interaction, otherwise they cannot build a strong team.	Communication tools include not only corporate events and team building events, but also various professional competitions, corporate training, adaptation training and seminars
Organizational.	For a successful company, every employee must understand where organization is going and what are its goals	General meetings , brainstorming sessions , speeches, small meetings

Dennis' communication climate survey includes five factors (as mentioned in O'Connell, 1979): superior-subordinate communication, quality of information, superior openness, opportunities for upward communication, and reliability of information

The analyzation of the communicational climate in the company will show the employee's perception about the communications, the reliability and quality of it and how transparent is their workplace.

Superior-subordinate communication focuses how positive is communication between an employee and their supervisor (manager) as it covers the fairness and understating between two individuals.

Quality of information reflects how employees are pleased with the way of communication from management side, clear understating of organizational goals, values and their job duties, the rewards and feedback they receive

Opportunities for upward communications looks at employee satisfaction and feelings how their opinion and views are being heard regarding work on daily basis.

Superior opennness gives an understanding on how the employee perceive their management ability of providing and sharing transparent information.

Reliability of communication represents the opinion of employees regarding the reliability of communication received from management and from their colleagues.

Determining

1.4. The research questions and hypothesis.

The literature review resulted in the number of factors that significantly influence the corporate communication between employees. Therefore there was formed a conceptual framework of research and research hypothesis.

Having defined the basic concepts of internal communications, their goals and objectives, as well as the mission, one can conclude that internal organizational communications play an important role in any company. Through internal communications that employees feel part of something bigger, understand the goals and objectives of the company and work more efficiently to achieve them. In addition, employees are linked by a single corporate culture, which is transmitted by intra-organizational communications. Employees who understand and accept corporate culture are the most valuable to the organization.

The conceptual framework was formed as following:

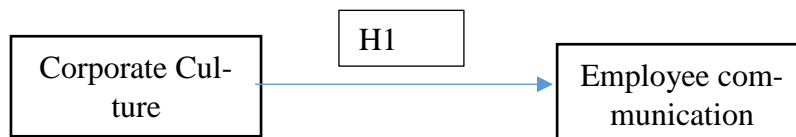


Figure 2. Conceptual Framework of research.

The conduct of this study is intended to prove or disprove the following hypotheses:

H: The organizational culture significantly influences the communications of employees at work

1.5 . Conceptual Gap Identified: Corporate event as element of corporate culture

Corporate culture of the organization is the connecting link between staff and organization.

Corporate events can be considered as research gap in this research due to the fact that it was not included in dimensions for organizational culture profile, but can be truly considered as the constituent elements of the corporate culture.

Corporate events are an important tool for shaping the corporate culture of an organization: they raise employee motivation, contribute to team building, and identify major problems in an organization, so they are used as a tool for organizational diagnostics.

In order to consider corporate events as a communicative unit of a company, it is necessary to understand what is put into the concept of "corporate events" in theory and practice. First, it is necessary to view the classification of events in the field of public relations.

Alexander Shumovich, a member of the international association ISES (International Special Events Society), considers the classification of events based on the company's goals and the result. This approach is often used in practice, because a perspective vision of the desired result always has a positive effect on the choice of activities. All events held within the framework of public relations can be divided into three types, depending on the objectives pursued: business, special, corporate.

Corporate events as the way of employee communication in the company represent the interest in this thesis, therefore further this phenomenon will be described in details, including the boundaries of this concept, the theorists' work, as well as the component parts of the phrase.

In the scientific literature there is no precise definition of corporate events, which in turn leads to an extremely wide range of interpretations of the concept. Many authors mention only that corporate events are an integral part and means of shaping the corporate culture of the company.

For a more accurate picture of the capabilities and functions of corporate events, it is needed to turn to the dictionary entries denoting the component parts of the original concept.

In the Cambridge dictionary, the concept of "event" is interpreted as an activity that is planned for a special purpose and usually involves a lot of people, for example, a meeting, party, trade show, or conference.

Another definition of event is a set of actions, activities aimed at solving a socially significant task. In this definition, it is necessary to underline the words "action", "activity" and "tasks", which determines the need for goal setting.

Events (festivals, holidays) have always been and remain an important means of forming and establishing a community, it contributes to human socialization.

From here, one can select the subjects and objects of corporate events. The subjects are the management of the company, with the goal of organizing, purposeful transformation of the company. Objects - the audience of corporate events, that is, the main - employees of the company - and secondary - other audiences.

It turns out that translating the basic values, the goals of the company, creating an internal atmosphere; corporate events are an element of communication in the company, in essence, solving the main tasks of public relations in the company.

Corporate events can create an atmosphere within the company; strengthen the team spirit of the team. Corporate events within the framework of the company strategy allow forming a personal attitude and ensuring the participation of each employee in the life of the company, to feel like a part of a single whole. (Robin E. Craven , 2006)

Guzley (1992) mentioned that corporate event can be a very effective tool for the formation of corporate culture and healthy climate. If not only at the preparatory stage, the organizers clearly formulate goals and objectives that can be solved with the help of this event and, considering this, will create its concept. It is useless to expect a high return from a corporate holiday if it comes down only to an entertainment program or joint gatherings, for example, in a restaurant at the company's expense. When preparing a corporate event, it is advisable to set a goal for the team, demonstrate the company's success in the market and thereby increase employee motivation and cause a sense of pride in the company and its affiliation to it, encourage the best employees and best divisions.

Corporate events could be classified as follows:

- Business (dealer forums, conferences, congresses, business breakfasts, etc.).
- Educational, educational (seminars, trainings).
- Presentation (press releases, publications).
- Entertaining (corporate parties and parties).
- Team building (courses, tests, corporate events for the development of team spirit).
- Ceremonial (banquets, receptions, VIP-guests and clients receptions).
- Sport competitions
- Public (charity and promotions).
- Corporate events can be one-time (anniversaries) or periodic (monthly, annual).

(Event Planning: The Ultimate Guide To Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events 2nd Edition Judy Allen)

The main advantage of corporate holidays is an excellent organization providing employees with the opportunity to free, carefree communication with their colleagues. Thus, corporate holidays are one of the most effective ways to establish a system of intra-company communications. Therefore, having completely analyzed the system of organizational culture of the company and having considered the essence of the “corporate holiday” phenomenon, one can draw certain conclusions:

The corporate culture of the company - with all its variety of definitions and characteristics presented in the scientific literature - is a very diverse and ambiguous phenomenon that exists in each specific case according to its own laws and rules.

Corporate celebration is a component of organizational culture, since it meets certain characteristics that define all components of organizational culture. A corporate holiday is a PR tool, a conductor of basic values, a carrier of corporate identity elements, a form of a system of internal communication and organization communication with the external environment.

Therefore, it can be argued that a corporate holiday is one of the constituent components of the value-normative subgroup of the organizational culture of the company, and more precisely, is included in the complex of corporate traditions (Ulyanovsky A. The Art of Corporate Events)

2. METHODOLOGY AND EMPIRICAL RESEARCH

This chapter will present the description of the case company and research methods.

2.1. Method of data collection

Method: Research will have quantitative method. The data will be collected from secondary and primary sources as described below:

- Primary Data: Structured questionnaire to obtain data of corporate culture and employee communication.
- Secondary data: the literature survey, the use of google scholars, university data base etc.

Instrument description: Corporate culture has adopted from Dennis (1975) consisting 23 items and internal communication consisting 10 items from O'Connell (1979). Total 33 items are giving reliability score Cronbach's Alpha as 0.77 which is showing acceptable score.

Statistical design: descriptive (mean, standard deviation) and correlational (coefficient tool), SPSS and excel

Observed meaning for mean score should be considered according to following : below 3.5 = area of improvement. 3.5-4.0= good, 4.0 to 4.5 =very good score and 4.5 to 5.0 = excellent

Observed meaning for correlation coefficient is based on , -1 to -5= very poor negative relationship, -5 to -7 = average negative relationship, -7 to -99 = good negative relationship, 0= no relationship, 1 to 5= very poor positive relationship, 5 to 7 = average relationship, 7 to 100 = good positive relationship.

As mentioned in the first theoretical chapter, one of the key indicators of the effectiveness of an organization's internal communications is a developed corporate culture, namely, staff involvement in the business process and its loyalty to the company. That is why it was decided to conduct a survey in order to find out the net loyalty index.

In order to diagnose organizational culture, employees were surveyed using anonymous questioner.

This study uses a survey of company employees. In accordance with the tasks, a questionnaire was developed that includes open and closed questions, scaled and questions with variants (See Appendix).

2.2. Research design

The survey was formed in a format of questioner with mostly closed ended questions. The survey was divided in 3 parts. First was devoted to personal questions and included two questions regarding age and gender. The second part consisted out of 23 questions (see Appendix). The questions were about corporate communication overall, corporate culture and employee perception of climate at work. The third part was focused on corporate communication tools available in the company and consists of 10 questions.

The survey was distributed using google forms tool. This tool was chosen due to the fact that the company is using closed corporate network due to security requirements, external links are prohibited and employees could only use email tools.

The factors for research were chosen based on literature review.

Organizational culture profile included the following dimensions: values, feedback, team spirit, growth and development, support and communicational flow and corporate event organizing culture. (O'Connell, S. (1979)

From Dennis (1975) research to frame the dimensions on Corporate Employee Communication such as internal communication tools , superior-subordinate communications , upward communicational flows , information reliability. This research will use the Denis's communication climate theory in order to develop questioner to analyze the employee perception and feelings regarding internal communication in the organization.

2.3. Sample design

2.3.1 Case Study

Transcom WorldWide is one of the largest customer service centers in Europe. The 52 call centers, which are located in 20 countries, employ over 29,000 employees who serve customers in 33 different languages.

Regional office Transcom Eesti OU has around 120 employees who work in call center in Tallinn. The company serves local and foreign customers in nine languages. From 2012, Transcom also began offering home-based work opportunities to people from other cities and countries.

The company sells its services to telecommunications, tourism, financial, IT, media and trading companies.

The Transcom Eesti OU call center was the first company in Estonia to receive a certificate for implementing a management system that meets international standards.

As explained in the company's press release, in order to receive a COPC (Customer Operations Performance Center) certificate, a firm must fulfill a prerequisite - start using a management system that provides a high level of customer service and at the same time makes the service financially more efficient.

In 2016, when the certification process was underway, Transcom's revenue from sales increased by 41% and profits increased 2.6 times. At the same time, the number of employees increased by 20%.

According to global corporate website, the company formulates its vision as "Making life simpler by creating smarter people experiences".

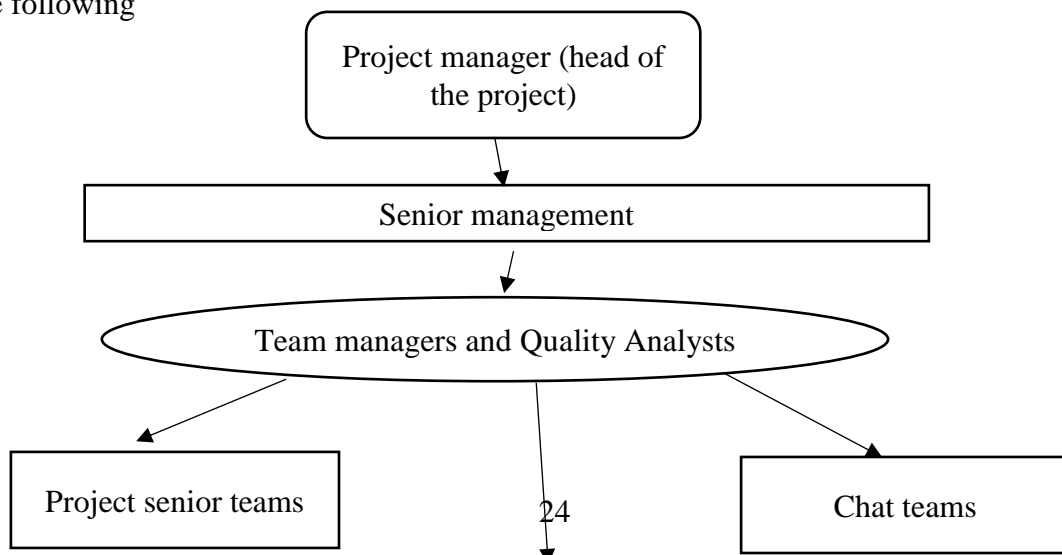
Transcom focuses on reaching high, professional level of customer support and provided Interactions that make customers' lives easy every day.

Customer who enjoy the interaction are willing to continue using products and buy more. Therefore better work of Transcom call centers influence revenue of the clients – huge international companies that are using Transcom services. Company is offering various service support options such as core services, virtual agents, live chats, customer call support, conversational analytics.

One of the most important conditions for achieving the goals set for the enterprise is the formation of a strong corporate culture and a healthy climate in the team. Therefore, in addition to the factors influencing the formation of a corporate culture, it is necessary to analyze the corporate culture that has developed in the organization and corporate communication of employees in order to identify its strengths and weaknesses and develop appropriate recommendations.

Current research is focusing on one project department in the company.

At the project there are around 120 employees overall. The organizational structure is describes in the following



1st level teams

Figure 3. Structure of the organization formed by author of research.

There are 12 teams with employees that are managed by Team manager. Each team has also a Quality Analyst whose task is to manage quality of the calls and customer satisfaction.

Team manager and Quality Analyst provide report of teams result to the senior management that works closer with Project manager.

2.3.3 Sample Size and Profile

There were 80 people out of 120 employees in the department who participated in the questioner. The average age of participants between 18-30 years mostly. In the group of respondents 46.3% out of 100 are in the age group between 20-25 years, 22,5% older than 25 and only 6,3% are older than 30.

Majority of employees are resent graduates or students.

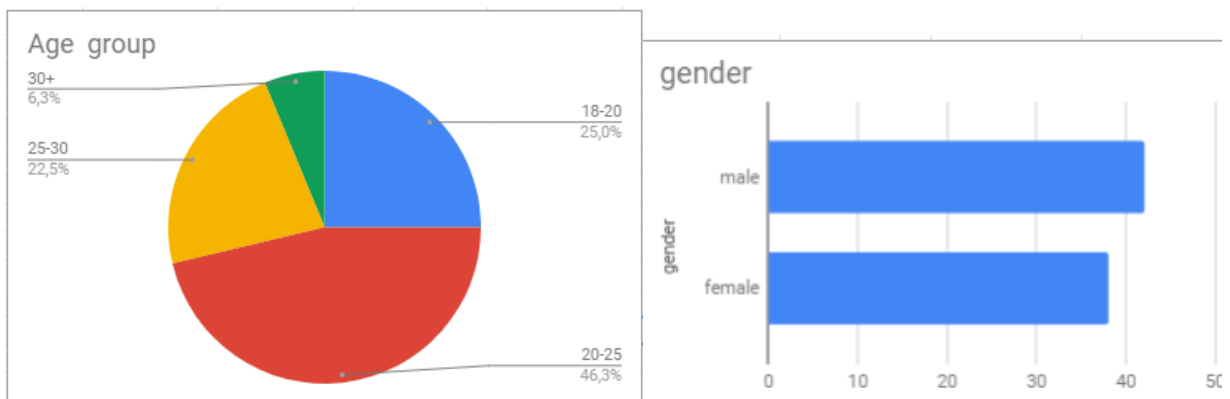


Figure 4. Result of research. Diagrams “Age and gender”.

2.3.3. Features of the current corporate culture of the enterprise

Next, consider the tools of internal communications in OU’ Transcom”:

1. Information board.

The company has several information boards on all floors next to the entrance to the common areas, kitchen and not far from the toilet. This arrangement allows each employee to pay attention to it at least several times a day. The board is a means for disseminating important information,

for example, about upcoming events and meetings, and for less important, but necessary for internal communications, such as the birthdays of employees and the coming weekends and holidays.

2. Corporate portal (website)

Transcom has its corporate website, which is open to the public and internal only for employees. The internal website has the following sections:

- Main page: This section contains a brief basic information about the company and its structure.
- The structure of the company: On this page there is a brief information about the departments of the company and latest news
- Bonuses: In than sections employees can found some benefits that company offers them like gym discounts , physiology visits , discounts for some food places
- Latest events: Company is focusing on charity projects like helping animal shelters, so often there are visits to that places and some news about it. Recently HR department started to make some small thematic events in the office. The example could be decorated halls for Halloween and company Anniversary, cookies in the kitchen for Christmas that everyone can decorate with icing during break, box for St Valentines cards with wishes to the colleagues.

The site also has a mission, goals, values and vision of the company, which also affects corporate culture and internal communications in general. Employees see the main points one way or another.

The design of the Internet portal is rather simple; there is no diversity in fonts and individual elements. However, it is updated regularly and there are always latest news and changes.

3. Corporate communications.

Since the work in the company is quite tense, there are many departments and employees performing communication functions, there is little corporate communication in the organization, namely Outlook. Any employee at any time can contact another through this program, send a work order, necessary info to whole site, or arrange a meeting. However, since Outlook performs the function rather of mail, for communication that is more efficient the company uses Microsoft Teams chats, comparing to mail communication, chat is less formal tool and this simplifies communication and interaction. Thus, corporate communications in "Transcom" could be considered effective.

4. Corporate events.

The company has general events that are held every year: the celebration of the New Year and two teambuilding events for each team during a year.

Usually events take place in restaurants, sometimes outside the city (barbeque), seldom there are teambuilding events like bowling or paintball. Such events only partially fulfill the functions described in the first chapter: the company has only leisure activities; they help employees to relax and improve relationships, combining them a little.

There are no other types of events in the organization; therefore, there is no motivation and team building, strengthening of a single spirit.

In this way, all the elements of internal communications involved in Transcom were analyzed.

3. ANALYSIS OF THE GATHERED DATA RESULTS

3.1 Analysis of Organizational Culture

In order to analyze the corporate culture of organization, first it is necessary to formulate employee attitude toward work environment.

eNPS (employee Net Promotion Score) was developed by Bain & Company. This simple method is used by many companies, and some even formed the basis of their approaches to measuring employee satisfaction.

Employees are asked only one question: "Rate from 0 to 10 how would you recommend your company as a place of work to friends and acquaintances?"

After the survey, the results were analyzed and the company's employees were conditionally divided into three groups:

Promoters - employees who rated 9 or 10. That is, employees who are loyal to the company, act in its interests and are ready to recommend it to their friends.

Passive - employees who rated 7 or 8. That is, those who are not determined to recommend it to their friends or acquaintances. Neutrals are most often passive workers, in principle, ready to change the company.

Critics - employees who put the assessment in the range from 1 to 6. That is, those who are disappointed with the work in the company are more likely to be actively looking for an alternative option and will never recommend it to their friends.

The eNPS is the difference between the percentage of Promoters and Critics. Accordingly, the more employees are Promoters, the stronger the "foundation" of the company.

Because of the survey, the following data was identified: Among the 80 people taken for 100%, only 16 people (20%) are promoters; they are satisfied with the company's activities and support it. 25 (31,5%) People are passive, they are mostly satisfied with the situation, but not fully and could change jobs at a convenient opportunity, And as many as 48% (39) of employees are critics, they are not satisfied with the organization's work; they are not satisfied with the working conditions and management. The distribution of employees is presented in the diagram below:

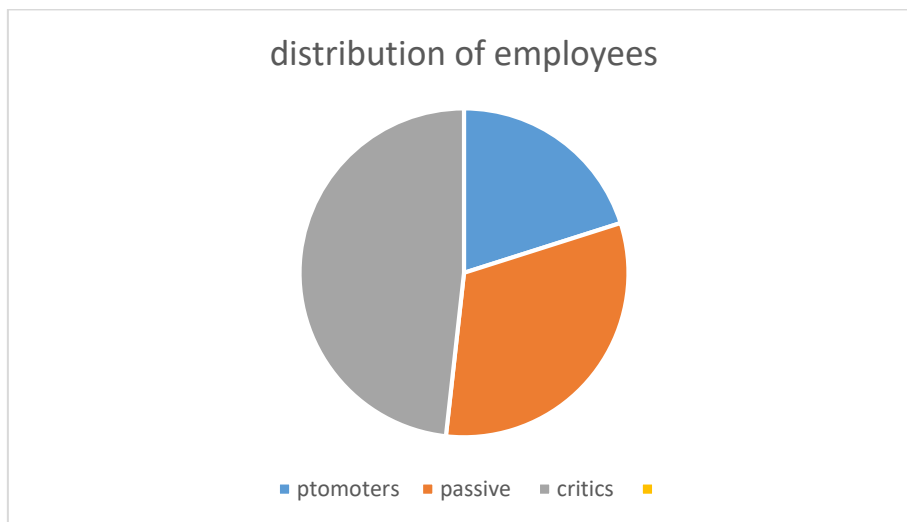


Figure 5. Net Promotion Score of employees. (based on the research results)

According to the data, the net loyalty index is $eNPS = 20\% - 48\% = -28\%$

Thus, most of the workers are critics, which can not be bad for the company. Since one of the most important conditions for managing internal communications in an organization is to maintain employee loyalty, as was emphasized above, it can be concluded that in-house communications are not effective, according to this indicator. However, it is worth noting that a fairly large number of employees (31, 5%) are passive, while their low grades are often due to wages and job specifics rather than problems of internal communications.

3.2 Analysis on Employee communication at work.

In "Transcom" there are many positive conditions and rewards for employees: frequent bonuses, preferential meals and voluntary health insurance, corporate parties, stable payment, as well as close communication with management.

However, as revealed in the first chapter of this paper, one of the most important factors of internal communications is efficient tools of these communications. Therefore, it was decided to hold asses of the effectiveness of the company's internal communications tools.

The questionnaire for the respondents can be found in the Appendix 1.

The results after calculation are presented below. All questions are divided to subcategories that represent research dimensions. All answers have been replaced to numbers where option “always” represented number 5 , “often”-4 , “sometimes” – 3 , “rarely” – 2 and “never” -1 respectively.

Using the Exel to receive the data appropriate for research.

Table 3. Descriptive statistics on Internal Communication. Research results.

Dimensions	Items	Mean	Std. Deviation
Internal communication tool	I pay attention to the information board?	3.7750	0.04306
	The information board is informative enough.	3.0500	0.00505
	I am satisfied with corporate communication tools (Outlook and Teams Chat)	3.0000	0.65000
	I often use corporate portal (website)	3.0875	.91671
Superior subordinate communication	I can communicate my job frustration with my superior	3.2500	.97435
	You think you can share bad news with your superior without retaliating on his/her part.	3.2250	.98051
Upward communication flow	People In this organization freely share the information	3.1000	0.02013
	I am pleased with the management's efforts to keep employee up to date on recent development that relate to the organizational cultures welfare -such as success in competition, profitability etc.	3.5000	.87149
	Your opinions make a difference in the day-to-day decisions that affect your job.	3.1000	0.64367
Information reliability	You think information you received from superior is reliable	3.5500	.84043

Table 4. Descriptive statistics on Corporate culture Profile. Research results

Dimensions	Items	Mean	Std. Deviation
Values	I know about mission and vision and values of the company	3.5500	.84043
Team sprit	My team has strong connection between employees	3.2500	.97435
Feedback	Over the past seven days I have received recognition and positive feedback for job performance	3.2250	.98051
Value	I feel confident in applying corporate values in my work	3.1000	0.00127
Growth and development	Over the past six months, someone has been talking at work about my progress	3.5000	.87149
Team sprit	I have friends among colleagues	3.1000	0.00127
Leadership supports	My manager takes care of me as a person	3.5500	.84043
Communication flow	When I come to work I have a desire to communicate with people and discuss what is going on	3.2500	.97435
Peers support	I feel support from my colleagues and it helps me with performing tasks	3.4737	.88655
Growth and development	There are certain conditions for growth and development at work	3.5500	.84043
Communication flow	I feel confidence in communication with colleagues	3.1000	0.00127
Team sprit	My team has a friendly and pleasant atmosphere.	3.4000	.92230

Communication flow	I know names of colleagues from my department	3.7000	.71865
Team sprit	Team building events made my communication with colleagues better	3.5500	.84043
Leadership supports	I have no difficulties with communication and always able to reach my supervisor/manager and ask questions regarding work	3.1000	0.00127
Feedback	I feel more confident when I constantly receive feedback from my supervisors	3.7000	.71865
Corporate event	corporate culture event is quite attractive	3.4500	.77786
	corporate event is quite informative	3.2785	.69682
	I am satisfied with the amount and content of corporate events.	4.3750	.93287
	I would like to have more team building events	3.1500	.99492
	I do not prefer events as this help me understand my peers better	2.6750	.80779
	Corporate events helps me to communicate better with people at work	3.4500	.89866
	After small team-building event I feel that I am more confident in communication with my colleagues	3.3000	.95996

Observed meaning for mean score: below 3.5 = area of improvement. 3.5-

4.0= good, 4.0 to 4.5 =very good score and 4.5 to 5.0 = excellent

Observed meaning for correlation coefficient, -1 to -5= very poor negative relationship, -5 to -7 = average negative relationship, -7 to -99 = good negative relationship, 0= no relationship, 1 to 5= very poor positive relationship, 5 to 7 = average relationship, 7 to 100 = good positive relationship.

The result presented shortly in a form of bar chart below

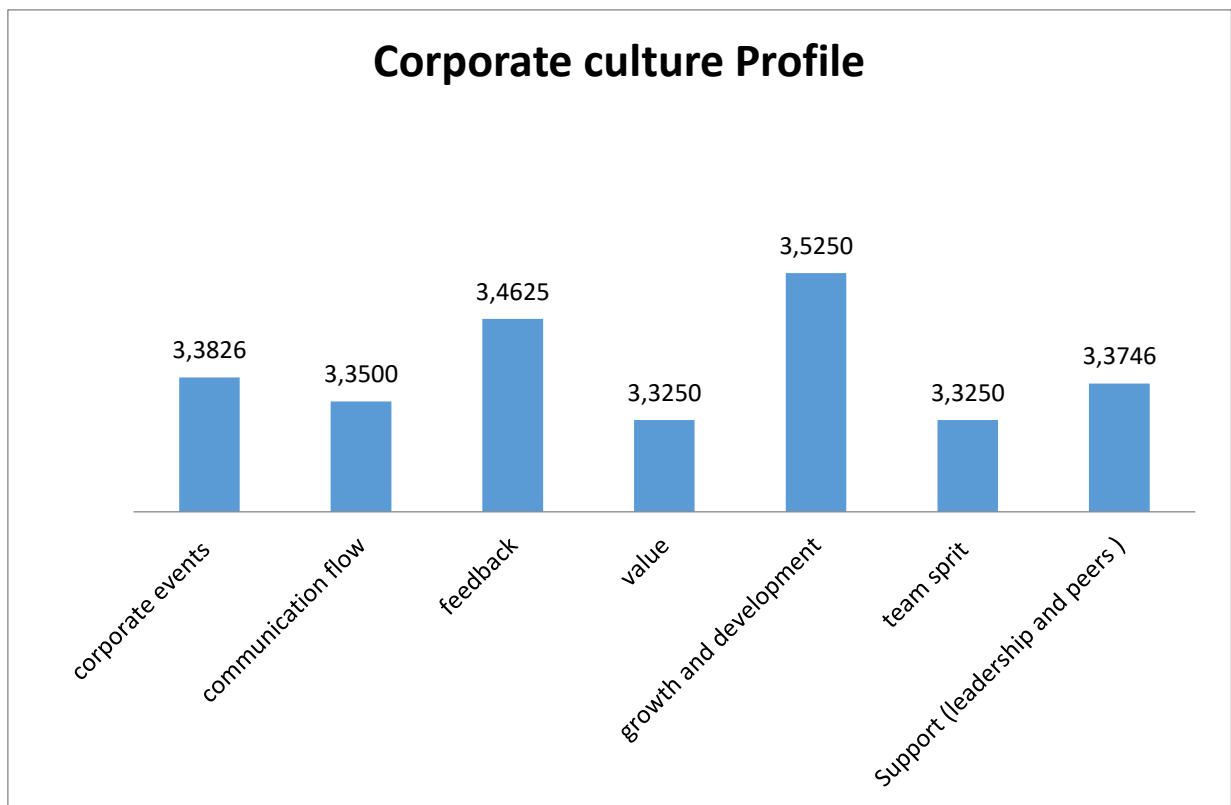


Figure 6. Diagram based on research results “Corporate culture profile”

All dimensions except growth and development are showing results below 3,5 score , however feedback is pretty close to 3,5 with the result of 3,46.

The results reveals that Company needs to improve on team spirit, support and corporate events however growth and development with giving feedback are in good positions.

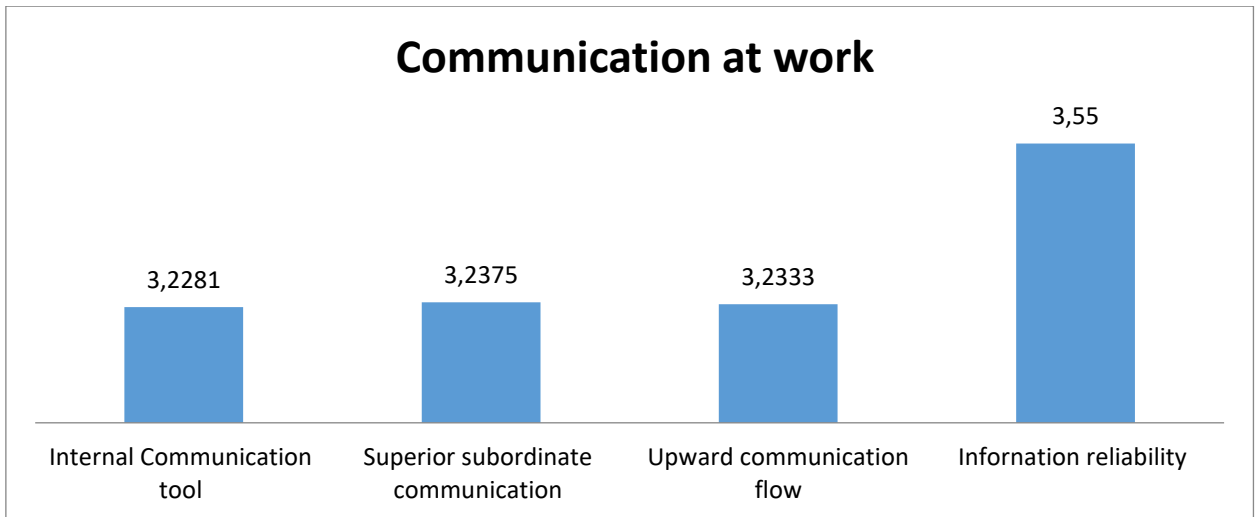


Figure 7. Diagram based on research results: “Communication at work”

Only information reliability is showing a good score. In regards to communication at work, internal communication tool ,upward communication and superior subordinate communication are in need to improve where as informational found to be more reliable.

3.3 Hypothesis testing.

In the beginning of current research, there was formulated a hypotheses that the conduct of this study was intended to prove or disprove

H: The organizational culture significantly influences the communications of employees at work

Using formula in the SPSS software package (Statistical Package for the Social Sciences) , was calculated The Pearson correlation coefficient.

Correlations			
		Internal communication	Corporate culture
Employee Communication at work	Pearson Correlation	1	.592**
	Sig. (2-tailed)		.000
	N	80	80
Corporate culture	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 8. Conceptual Framework of research

The Pearson correlation coefficient is used to study the relationship between two variables, measured in metric scales on the same sample. It allows to determine how proportional the variability of two variables.

The value of the linear Pearson correlation coefficient cannot exceed +1 and be less than -1. These two numbers +1 and -1 are the boundaries for the correlation coefficient. When the calculation results in a value greater than +1 or less than -1, hence an error has occurred in the calculations. The results shows that number is 0,592 representing the average strength of positive relationship between variables.

CONCLUSION

The results of research reveals that Transcom need to improve on team spirit, support and corporate events however; growth and development with giving feedback are in good positions.

In regards to communication at work, internal communication tool, upward communication and superior subordinate communication are in need to improve whereas informational found to be more reliable. The company need to focus on developing corporate culture strategy in order to change the current situation.

The study also found that there is significant relationship between corporate culture and communication at work, hence study concludes that corporate culture plays role in the making the employee communication at work effective.

A number of circumstances determines the value of corporate culture for the development of any organization.

First, it gives employees an organizational identity, determines the intra-group view of the company, being an important source of stability and continuity in the organization. This creates a sense of reliability among the employees of the organization and its position in it, contributes to the formation of a sense of social security.

Secondly, knowledge of the fundamentals of the organizational culture of their company helps employees to correctly interpret the events occurring in the organization, defining in them all the most important and essential.

Thirdly, the developed organizational culture, more than anything else, stimulates the communication between employees.

The interaction of employees with each other, with management, as well as the various departments, directly influences on the functioning of the company. Developed corporate culture has a great potential impact on company and communication of employees at the workplace as I might influence teambuilding and personal connections between employees , as well as providing opportunities to establish friendly atmosphere in the organization.

Therefore there could be a conclusion that the study found that there is significant relationship between corporate culture and communication at work , hence study concludes that corporate culture plays role in the making the employee communication at work effective.

Using the example of the study, it was found out that a favorable social and psychological climate plays an important role in the effective work of any work collective, which is created by jointly achieving the goal of improving both business and friendly relationships. As a re-

sult of the study, the main motives for achieving favorable business and friendly relations in a team were identified, the reasons for generating them were analyzed, and ways for their improvement and transfer to a different quality level were proposed

To achieve the objectives of this research, the author performed analyzes of the theoretical basis of corporate culture, corporate communication and conducted quantitative research to investigate the link between corporate culture and employee communication.. The data received was used to analyze the impact of corporate culture on corporate communication in the organizations. After analyzing result of the research, there were developed recommendations for the organization.

Performance recommendations for developing corporate culture in organization

According to the research result that indicated weaknesses in dimensions, the following suggestions were provided:

- To generate the team spirit and value adherence this is important to address tissue in corporate events, hence events must be more in numbers_with awareness of these issues his i.e. events need have addition of educational and organizational goal related engagements.
- In order to build the superior subordinate communication, this is important to have leadership-followership strengthening schemes such as incentive sharing, team appreciation etc.
- To increase the upward communication, this is important to have employee participation in_decision making hence survey, meetings and discussion; round table must be provoked with low-level employees' ideas and opinion.

It is also recommended to audit and improve the internal communication tool with employee feedbacks on their needs and preferences.

According to the results of research effectiveness internal communications tools, net loyalty index employees and the level of staff involvement in the affairs of the company, a number of problems was highlighted:

- Some tools of internal communications are not quite effective;
- Staff loyalty index is extremely low;
- The level of staff involvement in the company's business is above average. Employees do understand the mission and objectives of the company, receive constant feedback from supervisors and management, but still some of them do not have a sense of belonging to work process.

Many workers understand what managers are expecting from them and have all the necessary tools to do the job. In addition, employees feel a positive attitude of management and that their opinions are considered during discussions.

However, although many employees receive praise from mentors, they do not explicitly mention their progress. Most workers do not feel the importance of their work at the expense of the missions and goals of the company, and many do not have close friends. In addition, they do not see development.

Possible solutions to this problem are the use of internal communications tools to broadcast the success of individual employees. One example would be the implementation of the reward "employee of the month / year".

Limitation and future scope of the study.

The study has undertaken on one organization with limited sample size, hence this must be studied again with larger sample in different organizations to have confidence on results and generalize the conceptual findings.

The study has analyzed the linear relationship between corporate culture and communication at work, however this may also have influence of culture, ethnic group, technology, demographic like gender and education, which presumes future scope of investigation.

Apart from this sample size limitation the study also limits with the one time data collection, hence to validate the results it is expected to do longitudinal studies, which cannot be done as bachelor research performance.

Additionally after analyzing various resources, the author of the research made a conclusion that now there is no researches that focus exactly on role corporate events in developing corporate events. Hence, current research can also contribute to the investigation of corporate events impact and can be used for the future studies.

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APPENDICES

APPENDICES A (1)

Questionnaire on Corporate Culture and Employee Communication at Work

Dear Respondents,

With due respect, I seek your kind cooperation and invite you to participate in the survey below, which is a part of the Bachelor Thesis Project. The current study is attempted to study the relationship between corporate culture and employee communication at work. The following questionnaire consist the statements about your feeling and attitude towards your work and life feelings and actions. This would also entail general information about yourselves. I request your valuable contribution to complete the following survey with extending gratitude.

Yours sincerely,

Anastasiia Polevodina

Part 1: Personal Information

Instruction: Please mark ✓ in the match and in the fact that most meets your comment.

1.) Gender

Male Female

2.) Age

20 – 25 years 26 – 30 years 31 – 35 years
 18 – 20 years

3) Rate from 0 to 10 how would you recommend your company as a place of work to friends and acquaintances?

Part 2: a) Instruction: For each of the following items, please mark ✓ in the fact in each statement.

Table 5. Questionnaire on Corporate Culture and Employee Communication at Work created by author of the thesis.

Questions		Always 5	Often 4	Sometimes 3	Rarely 2	Never 1
Corporate culture						
1	I know about mission, vision and values of the company					
2	My team has strong connection between employees					
3	Over the past seven days I have received recognition and positive feedback for job performance					
4	I feel confident in applying corporate values in my work					
5	Over the past six months, someone has been talking at work about my progress					
6	I have friends among colleagues					
7	My manager takes care of me as a person					
8	When I come to work I have a desire to communicate with people and discuss what is going on					
9	I feel support from my colleagues and it helps me with performing tasks					
10	There are certain conditions for growth and development at work					
11	I feel confidence in communication with colleagues					

12	My team has a friendly and pleasant atmosphere.					
13	I know names of colleagues from my department					
14	Team building events made my communication with colleagues better					
15	I have no difficulties with communication and always able to reach my supervisor/manager and ask questions regarding work					
16	I feel more confident when I constantly receive feedback from my supervisors					
17	Corporate culture event is quite attractive					
18	Corporate event is quite informative					
19	I am satisfied with the amount and content of corporate events.					
20	I would like to have more team building events					
21	I do not prefer events as this help me understand my peers better					
22	Corporate events helps me to communicate better with people at work					
23	After small team-building event I feel that I am more confident in communication with my colleagues					

Questions		Always 5	Often 4	Sometimes 3	Rarely 2	Never 1
Communication at work						
1	I pay attention to the information board with announcements					
2	The information board is informative enough.					
3	I am satisfied with corporate communication tools (Outlook and Teams Chat)					
4	I often use corporate portal (website)					
5	You can communicate your job frustration with your superior					
6	You think you can share bad news with your superior without retaliating on his/her part.					
7	People In this organization freely share the information					
8	I am pleased with the management's efforts to keep employee up to date on recent development that relate to the organizational cultures welfare -such as success in competition, profitability etc.					
9	Your opinions make a difference in the day-to-day decisions that affect your job.					
10	You think information you received from superior is reliable					