The Impact of Micromessaging on Performance and Productivity in IT Environments
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ABSTRACT

A quantitative correlational study that examined the relationship among micromessaging behavior and organizational culture of IT professionals. Hypotheses were tested using data collected from 181 members of the Association for Information Technology Professionals (AITP). Results indicated that micromessaging behavior had a statistically significant relationship in certain organizational cultures.

PROBLEM

Although it is illegal to discriminate against a person because of factors such as race, color, religion, sex, or age, a problem still exists in IT environments with individuals being subjected to negative micromessaging behavior. Negative micromessaging behavior affects employee morale and causes issues such as poor productivity and performance. Part of the poor performance can be attributed to poor employee outcomes such as low job satisfaction, which can lead to high employee turnover and is costly to the organization (Maldonado, 2006; Rowe, 2008; Young, 2007).

PURPOSE

The purpose of this quantitative correlational study was to examine the relationship between organizational culture and perceived negative micromessaging behaviors. Organizational culture consists of four culture types: clan culture, adhocracy culture, market culture, and hierarchy culture (Cameron & Quinn, 2011). If an organizational culture correlates with a perception of less micromessaging, then some organizational leaders may choose to diagnose and change their micromessaging behaviors to modify organizational culture that will have a positive impact on employee outcomes and, consequently, on organizational productivity and performance.

RELEVANT LITERATURE

Evaluating the organizational culture and micromessaging behaviors in any organization requires knowledge of behavioral characteristics of everyone in the organization.

•The **theory of human communication** underpinned the study by providing insight on organizational communication and focusing on how people gain information, shape opinions, and make decisions in the workplace.

•In addition, the **competing values framework** (CVF) underpinned the proposed study by providing insight on the use of the OCAI to diagnose organizational cultures and how to create organizational improvement and change (Cameron & Quinn, 2011).

Theoretical Framework
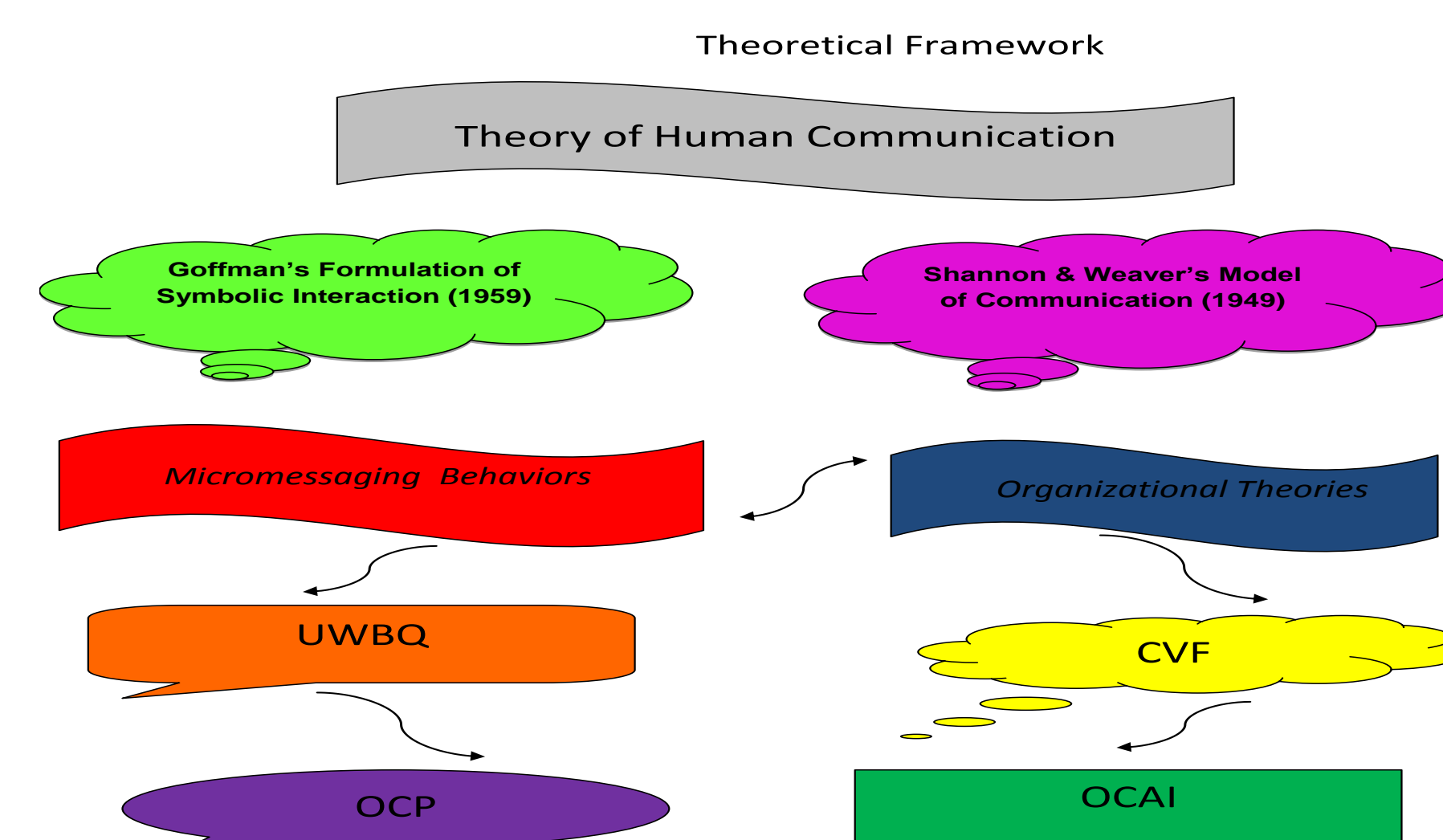
RESEARCH QUESTIONS

RQ1: What is the relationship, if any, between perceived organizational culture and perceived positive and negative micromessaging behaviors among IT workers?

RQ2. What is the relationship, if any, between perceived organizational culture and perceived person-organization fit?

PROCEDURES

Data collection consisted of
•a self-administered Internet survey that included demographic questions
•Uncivil **Workplace Behavior Questionnaire** (UWBQ) questions,
•**Organization Culture Profile** (OCP) questions
•**Organizational Culture Assessment Instrument** (OCAI) questions.

• A convenience sample of 181participants out of 2,600 IT professionals participated in the study.

• Because there were four separate measures of organizational culture, this analysis was repeated for each of the four measures of organizational culture.

• This study also tested two null and alternative hypotheses.

DATA ANALYSIS

RQ	Data Elements	Statistical approach
RQ1	Micromessaging behavior scores and OC	Spearman's rho coefficient
RQ2	Person-organization fit scores and OC	Spearman's rho coefficient

FINDINGS

H1: MB had a negative statistically significant relationship with the **clan culture** score. There was no evidence of a relationship between MB and the adhocracy, market, or hierarchy cultures.

H2: a positive correlation between the **clan** and **adhocracy culture** scores and **person-organization fit**. There was no evidence of a relationship between POF and the market, or hierarchy cultures.

LIMITATIONS

•One limitation was that although AITP and LinkedIn IT group members received an invitation to participate in the study, there was no guarantee that the study participants represented a typical organization that may benefit from cultural diversity programs.

•A second limitation was the use of a correlational design. Even though there was a relationship between the independent and dependent variables, causation was not established.

CONCLUSIONS

Understanding how negative micromessaging effect organizational culture is critical to help leaders improve the corporate culture within their organizations because:

• For many organizations, diversity and inclusion efforts often fail because leaders are not fully aware of all the dynamics within the workplace.

• The results of this study have shown that there are several subcultures within the corporate culture that have an effect on organizational success in IT environments.

• Although there was evidence of a relationship in only one culture in regards to micromessaging behaviors, organizational leaders should try to create environments consisting of healthy cultures to improve productivity and performance.

SOCIAL CHANGE IMPLICATIONS

The results of the study may affect social change by helping leaders to:
•make more knowledgeable decisions in the workplace.
•implement diversity awareness programs in the workplace that include employee inclusion initiatives.
•make more strategic decisions.
•understand the organizational makeup
•institutionalize policies that eliminate biases and prejudices in the workplace.