

Navigating the Communication Barrier Organizational Outcome Nexus through the Mediating Role of Workplace Behavior in Thai Logistics Firms

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Abstract

Effective communication is often regarded as a critical driver of organizational performance, yet there is limited empirical study on the interplay between communication barriers and workplace behavior. This study investigates how communication barriers affect organizational outcomes: productivity, organizational culture, employee satisfaction, and retention, when workplace behavior is present as a mediator in the Thai logistics industry. Using 112 data collected from employees of several logistics companies in Thailand, a path analysis was performed in Amos. The findings show that all four organizational outcomes are significantly predicted by communication barriers. The mediation analysis discovers that workplace behavior fully mediates the impact of communication barriers on productivity and employee satisfaction, partially mediates organizational culture, and has no mediating effect on retention. These results highlight how crucial behavioral congruence and efficient workplace communication are to improving output and employee satisfaction. Organizations that prioritize barrier-free communication and positive workplace behavior are better positioned to create a strong organizational culture and grow sustainably.

Keywords: Communication Barrier, Organizational Outcomes, Workplace Behavior, Logistics

1. Introduction

People can now easily and quickly obtain news, thanks to social media and other means, which encourages companies and organizations to offer current, constantly evolving information. To stay in operation, successful businesses and organizations must constantly adapt and change. One such element of an efficient organization that is always evolving is communication. For a firm to succeed, communication is vital to its operation. Effective communication at all levels of the business produces a number of advantageous effects (Hargie, 2016). Communication is defined as the transfer of information from one individual to another who is able to comprehend the message that was conveyed (Keyton, 2017). Hence, Information sharing between individuals or groups is referred to as communication.

All personnel and departments within the organization must work together, especially the managers. They need to find ways to motivate a diverse workforce to collaborate and keep working, thus communication is essential. The management cannot utilize the full benefit from the information if there is a lack of understanding among the individuals receiving instructions along the process. Everyone wants the communication systems to operate smoothly and without obstacles, thus it is undesirable when these obstacles appear inside the systems of communication. All communication systems, including those used by families, businesses, social networks, and other external groups, may experience communication difficulties. Effective communication is impeded by several obstacles and challenges, irrespective of the type of organization: public or private. Rani (2016) defines communication barriers as anything that makes it difficult for us to comprehend the communications people send us in order to share information, concepts, and ideas.

Organizations use different means of communication based on their day to day activities. Our focus in this research is on logistics business, one of the quickest growing businesses in the world. Despite of detrimental effect of Covid crisis, logistics business developed rapidly. Because customers must order goods online and depend on the logistics provider to deliver them. Thus, both domestic and international transportation is experiencing a growth. These days, one of a company's core competencies that aids in its growth and gives it an advantage over competitors is logistics. One of the finest ways to enhance a firm is through the usage of supply chain management and logistics solutions (Lakatos, 2017).

One of the most important elements for business success in the logistics industry is communication. The process by which a company disseminates information to its internal and external workforce is referred to as business communications. In order to offer information, they have to communicate with both customers and other employees of the company. Internal and external communication with customers and organizations is the first step in the business process for a logistics company. To sell goods, give services, set up meetings, make business appointments, and so on, they must regularly connect with others via phone conversations, emails, faxes, written materials, and in-person meetings. Effective communication keeps them ahead of competitors and enables them to carry on with business as usual. That suggests that they need to get through the communication barrier or figure out a way to solve it.

An organization or corporation must become aware of the significance of sender's and receiver's in order to increase the efficacy of communications (Lunenburg, 2010). Therefore, the primary objective of the study is to enhance organizational effectiveness, given the critical role that communication plays in businesses and organizations. This research examines the effects of communication barriers on organizational outcomes, specifically organizational culture, employee satisfaction, employee turnover, and productivity. Moreover, this study also

explores the mediating role of workplace behavior on the communication barrier-organization outcome relationship.

2. Literature Review

Theoretical Background: JD-R Model

The infamous JD-R model provides a framework for understanding the relationships among personal factors, organizational factors, and organizational outcomes (Bakker and Demerouti 2017; Brauchli et al. 2015). This model integrates four existing models in the field of study: Herzberg's (1966) two-factor model, the demand-control model (Karasek, 1979), the JC (job characteristics) model (Hackman & Oldham, 1980), and the effort-reward imbalance model (Siegrist, 1996).

The model demonstrates that there are two major components in the work environment: job demands (JD) and job resources (JR). Job demands include factors that require effort and incur costs, such as physical, social, and organizational factors (Bakker and de Vries 2021). These demand factors require the necessary effort for activation. On the contrary, job resources are a set of organizational, relational, and psychological variables that are positively related to the organizational outcomes. While job resources are positively related to the outcomes, they are generally negatively related to the job demands (Broetje et al. 2020). Job demands and resources significantly influence employees' psychological processes within organizational settings. Sufficient resources in the workplace trigger a motivation-driven process that eventually leads to positive outcomes (Luo & Lei, 2021). On the other hand, a lack of resources may prevent employees from performing their tasks efficiently, resulting in reduced performance (Bakker, Demerouti, & Schaufeli, 2003). There is a limited number of studies examining job stressors, such as communication barriers, using the JD-R model (Bakker & Demerouti, 2017). Therefore, this research investigates the relationship between communication barriers and organizational outcomes in the presence of workplace behavior using the JD-R model.

Communication Barriers

Communication is a process of transmitting messages from sender to receiver through a channel. Gilaninia et al (2011) further emphasize that the term "communication" should be used to the exchange of information which is both timely and reliable. Communication is effective when the message is accurately understood by the receiver without any ambiguity. There are numerous issues or barriers may hinder communicate efficiently; some issues arise from the sender, other from receiver. Besides, the environment and channel may also distort the communication.

Any barrier or obstacle that hinders the effective transmission of messages from sender to receiver is called communication barrier. Communication barrier impedes the transmission of messages between individuals which eventually results misunderstanding of the information (Rogers & Roethlisberger, 1991). Communication barrier can occur due to the various aspects of communication process: attitudinal, behavioral, cultural, linguistic and environmental barriers (Rani, 2016). Due to its complex nature, communication can be distorted at any stage of the process, impeding the transmission of information between receiver and sender (Lunenburg, 2010). Such communication issues seriously affect the performance of organizations. Therefore, it is imperative for the company to identify and eliminate any obstacles that may exist.

Workplace behavior

Behavior refers to the actions and conduct exhibited by an individual towards another individual. The expression of this trait might differ among individuals, taking the form

of aggression, assertiveness, or passivity. Similarly, workplace behavior means the actions, attitudes and conducts shown by the employees in the organization while they are performing their jobs (Griffin & Moorhead, 2014). It may include both formal and informal expectations, reflecting the degree to which employees follow organization rules, policies and ethical standards (Robbins & Judge, 2015). It also shapes interpersonal relationship among the employees which eventually affects teamwork, communication, and organization culture (Colquitt, LePine, & Wesson, 2015). Positive workplace behavior, including task-related conduct, cooperation, responsibility, actions contributing in achieving goals, improve productivity and organizational effectiveness. On the contrary negative workplace behavior such as deviance, conflict, withdrawal and so on reduce individual and organizational outcomes (Spector, 2021). Therefore, positive workplace behavior is considered as a critical element shaping employee wellbeing, organization environment and overall organization performance.

Organizational Outcomes

Organizational outcomes refer to the overall results of an organization's operations that contribute to its effectiveness. This effectiveness is measured by the extent to which organizations achieve their goals and attain high levels of success in terms of targeted employment. In contrast, consistently low-performing organizations struggle to achieve such success (Chantarottron & Poupornphong, 2020). Walker opines that organizations should conceptualize outcomes as interconnected subsets that collectively represent a larger system or process (Walker, 2000).

The present study aims to investigate the relationship between communication barrier and organizational outcomes. In particular, we have focused this study's examination on employee work satisfaction, organization culture, and productivity and employee retention.

Organizational Culture

Organizational culture refers to the collective behavior and attitudes that are developed and shared by individuals inside an organization. It emerges from the process of acquiring knowledge about each other, implementing it, and then becoming a habitual practice inside the business. Culture serves as a unifying element that connects employees and the organization. Various types of organizational culture have an impact on the behavior of individuals and the organization as a whole (Cameron & Quinn, 1999). The impact of culture on individuals can lead to variations in their work performance (Ramlan et. al, 2018). However, organizational culture can serve as a means to address adaptation challenges and is transmitted to organization members (Madhani, 2014).

Employee Satisfaction

Employee Satisfaction refers to the level of contentment and accomplishment experienced by employees in their work environment. Job satisfaction can be defined from two perspective; firstly, perceived match of employee's expectation and actual benefits and organizational climate in the workplace, secondly, psychological state of employee through which employee evaluate his/her level of satisfaction based on present impression and past events (Salam, 2016; Ko, 2012; Yang, 2010).

Men (2014) showed in his substantial research, on the employee satisfaction toward their leaders and the workplace, that in relationship management satisfaction pertains to the extent to which the people involved in the connection are content with one another.

Employee retention

Pfeffer and Sutton (2006) identified employee turnover as a significant managerial concern in modern work organizations. Employees' expertise with sound

knowledge about the organization and product/service is crucial for successful business. Employee turnover refers to the process of replacing an employee with a new one, or the recurring pattern of hiring that occurs within a company. By retaining employees for longer period organizations can nurture such knowledgeable and loyal employees. That's why employee retention is a key organization outcome (Becker, 2012; Salam, 2017).

Communication is a contributing factor to employee turnover (Jablin, 1987). Companies with efficient communication techniques likely to foster a collaborative working environment and provide higher level of job satisfaction.

Productivity levels

Mathis and Jackson (2010) defined productivity as the evaluation of how effectively resources are combined and employed within an organization to achieve specific outcomes. Improved performance and higher productivity can be attained through effective human resource planning (Sadeghi et. al., 2013).

According to Salis and Williams (2010), productivity can be greatly improved by adopting a human resource management strategy that prioritizes the promotion of knowledge exchange through direct interpersonal communication. The correlation between productivity and face-to-face communication is especially strong in problem-solving groups, teams, and meetings that involve both leaders and employees, as long as face-to-face communication is consistently used.

The impact of communication barriers on organizational outcomes

Communication is a key success factor of any organization. Through the literature review we have found four major organizational outcomes: organization culture, employee satisfaction, and productivity and employee retention. This research is designed to examine the impact of communication barriers on organizational outcomes. The four organizational outcomes could be framed as four different hypotheses. Therefore, our first set of hypotheses are as follows:

H1a: There is a statistically significant impact of communication barriers on productivity.

H1b: There is a statistically significant impact of communication barriers on organizational culture.

H1c: There is a statistically significant impact of communication barriers on employee satisfaction.

H1d: There is a statistically significant impact of communication barriers on employee retention.

The mediating effect of workplace behavior

Positive workplace behavior may bring several positive outcomes in the organization. The authors wanted to investigate whether workplace behavior mediate the relationship in hypothesis 1, communication barrier-organizational outcomes relationship. Therefore, our second set of hypotheses are:

H2a: Workplace behavior significantly mediate the communication barrier-productivity relationship.

H2b: Workplace behavior significantly mediate the communication barrier-organizational culture relationship.

H2c: Workplace behavior significantly mediate the communication barrier-employee satisfaction relationship.

H2d: Workplace behavior significantly mediate the communication barrier-employee retention relationship.

3. Research Methodology

3.1 Sampling and Data Collection

The study conducted in the field of logistics business, with a specific focus on the domestic logistics industry in Bangkok. The study encompassed individuals at various hierarchical levels (managerial, supervisory, and staff positions) inside domestic logistics companies located in Bangkok. The research employed purposive sampling technique. The utilization of a non-probability sampling technique is justified in order to select participants or cases, as it is not necessary for the sample to be representative or random. Questionnaires were delivered to 10 Thai logistics companies' offices in Bangkok. Every participant was instructed to fill out the online questionnaire using Google Form, which allowed the researcher to easily provide clarification on any questions, if necessary.

3.2 Measurement

The questionnaire consists of four sections: respondents' profile, communication barrier, workplace behavior, and organization outcomes.

Communication barrier was evaluated by 6 items questionnaire developed by Osman et al., (2020). workplace behavior was measured by using 6 items scaled developed by Kim and Rhee (2011). There are four constructs of organizational outcomes: organizational culture, employee satisfaction, employee retention and productivity. 6 items organization culture measurement scale was adopted from Daniel and Christopher (2011), employee satisfaction was evaluated by famous 10 items questionnaire developed by Weiss et. al. (1967); employee retention was measured by Yafang and Shih-Wang (2010) 4 items scale and productivity was measured by 4 items Hanaysha (2016) scale.

3.3 Tools for Analyzing Data

Data analysis was divided into two parts: factor analysis using SPSS and path analysis using AMOS. First exploratory factor analysis conducted for variables using SPSS. Then, path analysis was ran using SEM (Structural Equation Modelling) to examine the impact of communication barrier on organizational outcomes and to explore the mediating role of workplace behavior on that relationship.

4. Research Results

4.1 Demographic characteristics

Total 112 completed questionnaire were considered for the study. The demographic profiles of 112 participants are presented in Table 1. The majority of respondents were between 18 and 27 years old (34.8%), followed by the participants aged 28–37 years (27.7%) and 38–47 years (25.0%). Smaller proportions were between 48 and 57 years (8.9%) or 57 years and older (3.6%). Most respondents identified as female (70.5%), while 29.5% identified as male. A bachelor's degree was held by the majority of respondents (65.2%). 13.4% also reported having a master's degree, 11.6% a two-year degree, 4.5% a doctorate, and 5.4% additional credentials. Regarding organizational tenure, 21.4% of respondents had 1–5 years of service, while 30.4% had 6–10 years. Others reported 11–15 years (15.2%), under one year (12.5%), 16–20 years (12.5%), and more than 20 years (8.0%).

Table 1: Demographic profile of respondents

Variables		Respondents	Percent (%)
Age	18-27	39	34.8
	28-37	31	27.7
	38-47	28	25.0
	48-57	10	8.9
	57 up	4	3.6
Gender	Male	33	29.5
	Female	79	70.5
Education Level	2 years College degree	13	11.6
	Bachelor degree	73	65.2
	Master degree	15	13.4
	Ph. D	5	4.5
	Other	6	5.4
Organizational Tenure	under 1	14	12.5
	1-5	24	21.4
	6-10	9	30.4
	11-15	34	15.2
	16-20	17	12.5
	more than 20	14	8
Position	Staff	67	59.8
	Supervisor	17	15.2
	Senior Supervisor	8	7.1
	Manager	20	17.9

Exploratory Factor Analysis

Exploratory component analysis was conducted using maximum likelihood method with Promax rotation to examine the structure of the factors and the strength of scale's items' association with the factors. An oblique rotation (Promax) is used as the constructs in the hypothesized model are correlated. Oblique rotation method is more useful in factor analysis than orthogonal method for correlated factors (Field, 2018). The following tables present the rotated factor matrix results.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.893
Bartlett's Test of Sphericity	Approx. Chi-Square	2829.295
	df	630
	Sig.	.000

The sample adequacy conditions are satisfied as the KMO values are greater than 0.5. In Bartlett sphericity test, our correlation matrix differs significantly from an identity matrix as expected, as indicated by the statistically significant ($P < .05$).

Table 3: Rotated Factor Matrix

	Component					
	1	2	3	4	5	6
OrgCul1	.695					
OrgCul2	.878					
OrgCul3	.824					
OrgCul4	.788					
OrgCul5	.928					
OrgCul6	.765					
Turn1		.860				
Turn2		.865				
Turn3		.901				
Turn4		.800				
Produc1					.610	
Produc2			.773			
Produc3			.744			
Produc4			.809			
Comm1	-.414					
Comm2				-.841		
Comm3				-.618		
Comm4						-.796
Comm5				-.675		
Comm6				-.528		
Satis1			.716			
Satis2	.501					
Satis3	.609					
Satis4					.560	
Satis5					.455	
Satis6					.446	
Satis7					.613	
Satis8				.487	.730	
Satis9	.735					
Satis10					.777	
Behave1	.575					
Behave2						.502
Behave3						.665
Behave4						.619
Extraction Method: Principal Component Analysis.						
Rotation Method: Promax with Kaiser Normalization.						
a. Rotation converged in 13 iterations.						

The result of exploratory factor analysis shows there are six factors, as predicted. Every item loads on its own factor with the exception of few (e.g. Comm1). Items with loading value less than 0.4 and items with cross loading in other factors (e.g. Satis8) are removed. We

employed the confirmatory factor analysis (CFA), which is covered in more detail below, for additional confirmation.

Confirmatory Factor Analysis

The Confirmatory Factor Analysis was conducted using AMOS. Reliability and validity of final model is also tested using Cronbach alpha, composite reliability (CR), and average variance extracted (AVE). The CFA final calculated model, along with the results, are shown below.

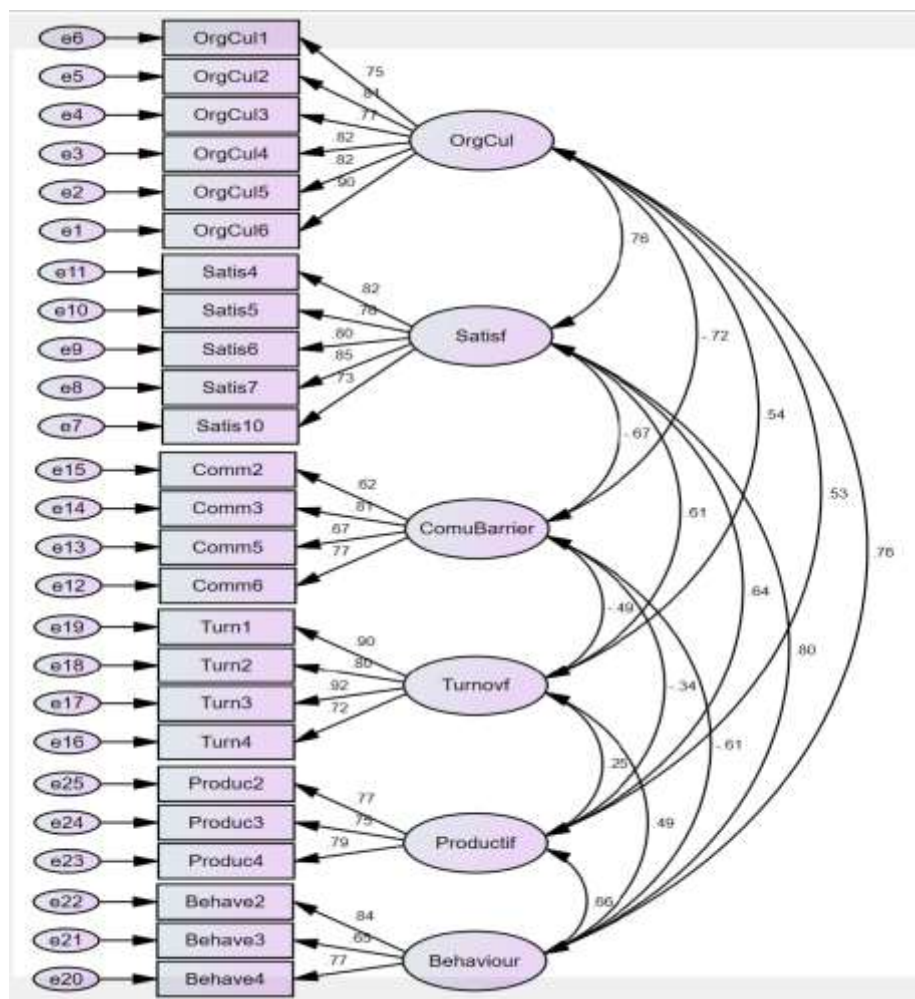


Figure 1: Confirmatory Factor Analysis (CFA)

Table 4: Reliability and Convergent Validity

Variables/ Constructs	Items	Standardized Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Organization culture	OrgCul1	0.752	0.922	0.888	0.664
	OrgCul2	0.821			
	OrgCul3	0.77			
	OrgCul4	0.825			
	OrgCul5	0.827			
	OrgCul6	0.889			

Variables/ Constructs	Items	Standardized Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Productivity	Produc2	0.759	0.811	0.812	0.768
	Produc3	0.778			
	Produc4	0.768			
Satisfaction	Satis4	0.793	0.878	0.881	0.649
	Satis6	0.803			
	Satis7	0.891			
	Satis10	0.728			
Retention	Turn1	0.899	0.901	0.902	0.699
	Turn2	0.793			
	Turn3	0.925			
	Turn4	0.711			
Communication Barrier	Comm6	0.7	0.804	0.754	0.657
	Comm5	0.646			
	Comm3	0.711			
	Comm2	0.572			
Organization Behavior	Behave2	0.814	0.803	0.781	0.546
	Behave3	0.634			
	Behave4	0.757			

All the factors have standardized loading value more than 0.4. The model also exhibited good fit statistics, according to the CFA result, with $X^2/df=1.433$, RMSEA of 0.062, RMR of 0.041, and CFI of 0.938. The suggested values (RMSEA<.08, RMR<.05, CFI>.90) are based on the recommendations of Hu and Bentler (1999) and Browne and Cudeck (1992). Moreover, the composite reliability and Cronbach alpha are more than 0.7 and AVE are more than 0.5 confirms the reliability and convergent validity of the final model (Hair, Sarstedt, Ringle, & Gudergan, 2017)

Path Analysis

Utilizing the factor scores from CFA, we were able to combine structural equation modelling using AMOS path analysis to investigate the association between communication barrier (CB), organizational culture (OC), employee retention (RN), productivity (PY), and satisfaction (SN). At first, we ran a model to explore the nature of relationship between independent and dependent variables at the absence of mediating variable. Later we examined the same relationship at the presence of workplace behavior as a mediator. The results of regression analysis are shown after the structural model's graphical representation.

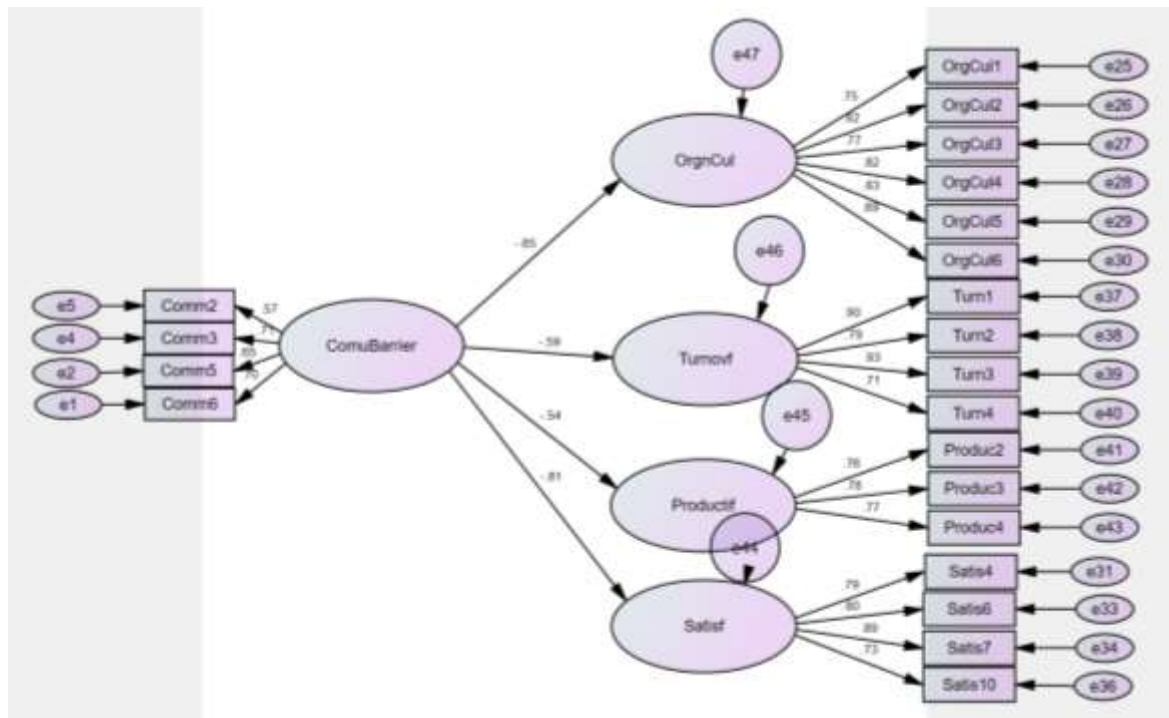


Figure 2: Path Analysis (Regression Analysis)

Table 4: Regression Weights

H. No.	Paths	Estimate	S.E.	C.R.	P	Remarks
H1a	Communication Barrier>Productivity	-.543	.105	-4.435	***	H1a Supported
H1b	Communication Barrier>Org. Culture	-.850	.140	-7.319	***	H1b Supported
H1c	Communication Barrier>Emp. Satisfaction	-.805	.110	-6.962	***	H1c Supported
H1d	Communication Barrier> Emp. Retention	-.591	.163	-5.433	***	H1d Supported
Model Fitness: CMIN/df= 1.617, RMSEA=.075, RMR=.051, GFI=.810, CFI=.924						

Findings showed that the model was well-fitting, with RMSEA of 0.075, RMR of 0.051, GFI of 0.810, and CFI of 0.924. Based on path analysis, the hypotheses suggest that communication barrier is negatively related with all four organizational outcomes, productivity ($\beta = -.543$, $P < .05$) organization culture ($\beta = -.850$, $P < .05$), employee satisfaction ($\beta = -.805$, $P < .05$), and employee retention ($\beta = -.591$, $P < .05$).

These findings allow us to accept H1a, H1b, H1c, and H1d.

Mediating Effect

In mediation analysis communication barrier is treated as the independent variable, workplace behavior is treated as the mediator, and productivity, organization culture, employee satisfaction, and retention are treated as dependent variables. Baron and Kenny (1986) traditional approach guidelines was followed to investigate the indirect effects. Mediation analysis in SEM was performed using bootstrap techniques (2000 samples) and bias-corrected bootstrap confidence interval (95%). The following table after the path analysis figure presents the findings.

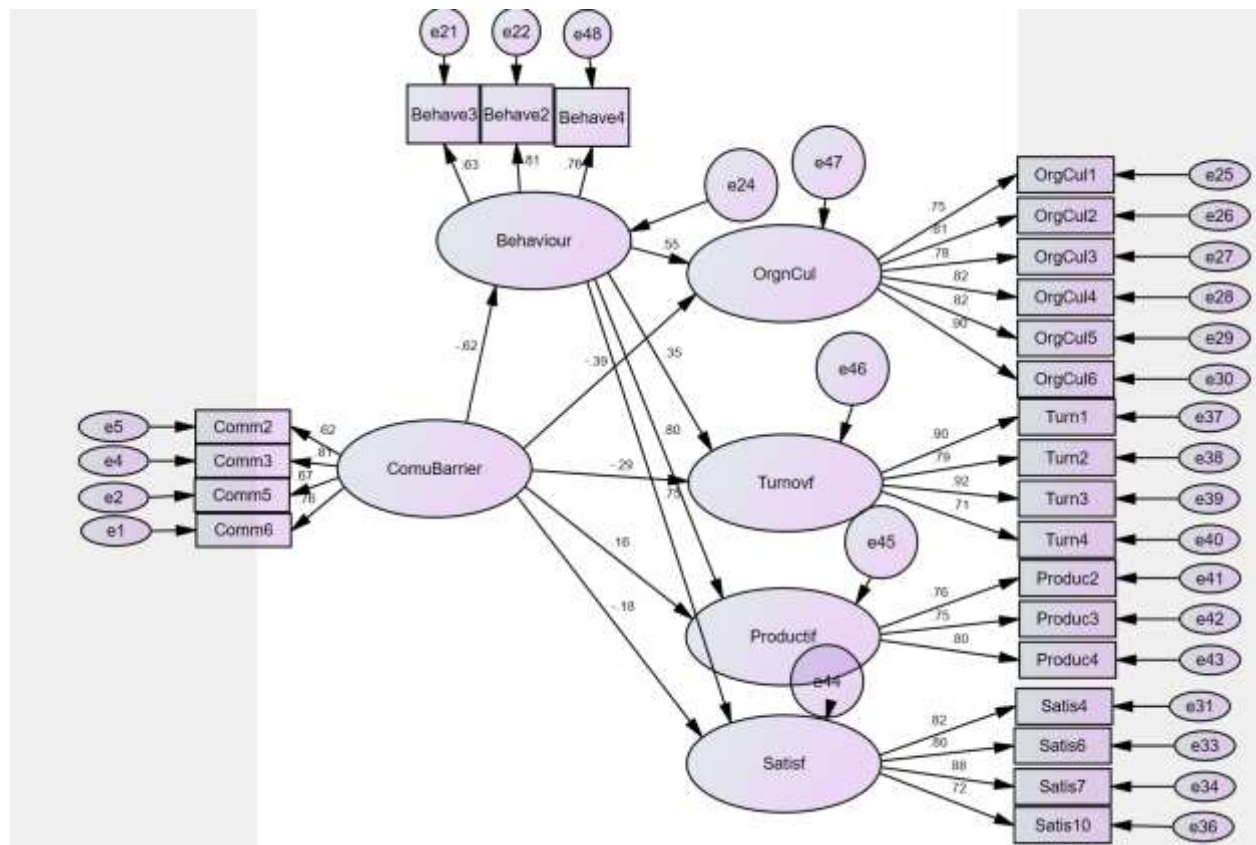


Figure 3: Mediation Analysis

Table 5: Mediation Analysis

Relationship	Direct Effect	Direct	Indirect Effect	Confidence Interval		P-value	Conclusion
		p-value		Lower bound	Upper bound		
CB>WB>PY	.125	.443	-.392	-.940	-.204	.003	Full mediation
CB>WB>OC	-.438	.034	-.385	-.779	-.182	.004	Partial mediation
CB>WB>SN	-.155	.285	-.399	-.854	-.222	.001	Full mediation
CB>WB>RN	-.401	.140	-.301	-.724	.055	.079	No mediation
Model Fitness: CMIN/df= 1.401, RMSEA=.060, RMR=.042, GFI=.817, CFI=.943							

This research investigated whether workplace behavior (WB) mediates the effect of communication barriers on four organizational outcomes (PY, OC, SN, RN) using structural equation modelling (SEM) with bootstrapping (2,000 resamples) on a sample of 112 respondents. The mediation results demonstrate that WB functions as a meaningful psychological mechanism in several of these relationships, although not uniformly across all outcomes. The results demonstrated a significant indirect effect of communication barrier (CB) on productivity (PY) at the presence of workplace behavior (WB) as mediator ($b=-0.392$, $p=.003$), while the direct effect of CB on PY was insignificant. Therefore, we can say that WB fully mediates the CB-PY relationship. We see similar picture in CB-SN relationship through

WB. Workplace behavior fully mediate communication barrier-employee satisfaction relationship.

On the other hand, significant indirect effect of CB on organizational culture (OC) at the presence of WB as mediator ($b=-0.385$, $p=.004$) was observed while the direct effect of CB on OC was significant too ($b=-0.438$, $p=.034$). Hence, we see a partial mediation in this relationship. No significant indirect effect is found on CB-RN relationship.

5. Discussion

5.1 The influence of communication barrier on organizational outcomes

The study findings suggested that there are significant relationships between communication barriers and all four organizational outcomes (productivity, organizational culture, employee satisfaction, and retention). The findings are consistent with prior studies. In a study conducted by Rani (2016) on communication barriers, it was highlighted that a significant factor contributing to communication breakdown in a workplace is the disparity in individuals' opinions, values, and instances of discrimination.

A study by Phillips and Brown (1993) emphasized that all types of culture, including corporate culture, are a social construct that is formed and upheld by continual communicative engagement. While the national culture and other cultures that surround an organization are significant, it is the continuous communication among members of the organization that creates the network of myths and symbols. These elements help both internal and external actors comprehend the organization and its position in the world. Similarly, Salis and Williams (2010) in their research, "Knowledge Sharing through Face-to-Face (FTF) Communication and Labor Productivity: Evidence from British Workplaces" supported the relationship between communication and productivity. A correlation has been discovered indicating that productivity is positively linked to the use of FTF (face-to-face communication) in groups, teams, and meetings involving managers and employees.

Several previous studies suggest that barrier free communication increase employee satisfaction in the organization (Men, 2014; Sageer et al., 2012). Their study suggest that employees generally experience much higher satisfaction with the organization when their seniors and co-workers employ better communication channels more often. Few research in turnover intention also found a link between poor communication and retention (Nuansa et al., 2018; Madera et al., 2014).

Overall, this study has demonstrated that communication barriers significantly impact organizational outcomes in Thai logistics enterprises. This finding matches the research result of Yutyunyong (2014), that highlights effective communication as a strategic instrument of organizational success. Moreover, Cornelissen (2023) showed that efficient communication has a crucial role in management process. Hence, it is imperative for corporate executives to employ several ways to enhance operational efficiency across all facets of the firm.

5.2 Mediating role of workplace behavior

The second objective of this study was to investigate whether workplace behavior has any mediating role in communication barriers- organizational outcomes relationship. The result revealed that behavior significantly mediate three out of four organizational outcomes, highlighting its important role in how communication barriers shapes organizational outcomes.

Findings of this study aligns with existing theory. Renowned JD-R model (Job Demand- Resource model) (Bakker & Demerouti, 2017) explains how stressors like communication barriers negatively influence positive workplace behavior and consequently affect performance. Our findings showed that communication barriers' impact on productivity and employee satisfaction are fully mediated by workplace behavior. Prior similar studies show

that presence of communication barriers reduces employee well-being and overall performance (Men, 2014; Sia & Tan, 2016). Kim and Lee (2020) showed in their study that social interactions, clarity, and respect play important role in employee satisfaction. Employees feel disengaged when there are communication barriers, eventually that leads to reduction in employee satisfaction. Our findings suggest that loss of productivity and lower satisfaction level due to the communication issues are generally behavior driven, not direct.

On the other hand, in the case of organizational culture (OC), WB played a partial mediating role. It implies that while communication barriers decrease positive workplace behavior, CB still has a direct impact on organizational culture outside of WB. This is consistent with previous research that links communication to culture-building (Alvesson, 2013; Ghorbanhosseini, 2013). Ineffective communication between employees could be a more serious structural problem than individual behavior. The findings implied that reducing communication barriers might improve organizational culture by enhancing understanding of organizational cultural norms, which eventually foster positive workplace behavior.

Lastly, no mediating effect of WB was observed on the CB-RN relationship. This finding implies that turnover intention might be less affected by workplace behavior. Decisions to quit or stay are more likely to be influenced by factors such as job satisfaction, financial security, and future career expectations (Lambert et. al., 2001).

We can conclude from the overall findings of this study that the presence of a communication barrier severely hampers the organizational outcomes. Therefore, organizational initiatives to reduce communication barriers may significantly improve workplace behavior and, eventually, improve organizational outcomes (culture, productivity, and employee satisfaction). However, we did not find any evidence of improvement in employee retention, which suggests that retention intention might be influenced by other factors.

This research contributes to organizational behavior research by providing evidence of the role of workplace behavior in the communication-employee outcomes relationship. It reiterates the theoretical claim that communication momentarily influences organizational outcomes, and negative behavioral climate has the power to intensify that effect.

6. Conclusions

This research investigated the impact of communication barriers on organizational outcomes, namely, organizational culture, employee satisfaction, employee retention, and productivity in the presence of workplace behavior as a mediator. The findings show that poor communication results in decreased productivity, unhappy workers, a bad company culture, and a higher turnover intention. The mediation analyses demonstrate that the communication barrier affects employee satisfaction and productivity primarily through workplace behavior. In the case of organizational culture, partial mediation suggests that communication barriers are affected through workplace behavior, along with other factors.

We can conclude that a barrier-free communication environment can foster positive workplace behavior, employee satisfaction, increased productivity, and a healthy organizational culture. Hence, reducing communication barriers should be a priority in strategic management and HR plans for improved organizational outcomes.

7. Limitation and Recommendation for Future Research

There are several limitations in this study that should be acknowledged. First of all, it was conducted in the logistics industry in Thailand, which may limit the generalizability of the research findings. Future studies should consider replicating the analysis in different industries to enhance the generalizability of the findings. Secondly, the study relied on a relatively small sample size of 112, which may limit the robustness of the findings. Further research with a

larger sample size is recommended to increase the reliability of the relationships examined. Furthermore, a cross-sectional research design may provide findings for a specific point in time, but longitudinal studies could provide stronger evidence of causal relationships over time. Finally, including other organizational variables such as leadership style, employee engagement, and related factors in the model may influence the relationships examined.

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