

Effectiveness of Oral and Written Communication of University Employees

Asia Pacific Journal of
Multidisciplinary Research
Vol. 6 No.1, 88-95
February 2018
P-ISSN 2350-7756
E-ISSN 2350-8442
www.apjmr.com

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Date Received: October 28, 2017; Date Revised: January 12, 2018

Abstract – *Communication is essential in people's daily lives wherein they communicate to express what they feel and opinions, share their knowledge to other people and when employers are talking to their subordinates and clients. In business world, Communication plays a vital role in the organization because it is the center of the management process (Barnard, 1983) so a good and successful organization can be determined through the effectiveness of communication between employees. Through successful communication, their vision, mission, goals and objectives can be achieved as long as the messages are perceived correctly and accurately from the sender up to the receiver. The purpose of this study was to know how effective the communication among university employees which are determined through communication climate, message content, channel, timing and feedback. The respondents of the study were the eighty-four (84) university employees of Polytechnic University of the Philippines that were selected through convenience sampling.. Therefore, the communication effectiveness of the eighty-four (84) university employees are high which implies that they have good relationship, the messages are perceived correctly which are signs of good organizational and communication structure.*

Keywords – *communication effectiveness, organizational communication, Polytechnic University of the Philippines organization*

INTRODUCTION

In an organization, communication plays a vital role because it is the center of the management process [1]. All organizations have different departments or office so the executive employees are interacting to their subordinates through meetings, letters, leaving a memorandum etc [2].

Effective communication is important in an organization. Hutton [3] explains that effective communication in an organization helps employees open up ideas as well as when there is an open communication between them, they can easily work together as a team and transparency will be built leading to the growth and development.

In the study, the researchers used the employees from different departments of the Polytechnic University of the Philippines as the respondents. The Polytechnic University of the Philippines is known as the largest state university in the country which consists of over 70, 000 students in 22 campuses, 20, 000 faculty, both full and part time and 1, 000 administrative employees. According to Chand [4], organization is a structure wherein there are different departments and people are

working together to accomplish the goals, since the university also has a lot of departments, the problem is the communication between employees because of the cultural differences. According to Burgess [5], culture can be a barrier in effective communication because people have different ways in perceiving things. Applying it to the study, sometimes, when sending messages to different departments, the words used in a message can be a problem because the receiver can perceive it differently which lead the researchers into the study to know how effective is the communication of the university employees to be able to somehow determine the success of the organization which focuses on five parts namely: communication climate, communication channel, message content, communication timing and feedback.

To further support the study, the researchers used the Input-Process-Output model. According to Harris and Taylor [6], IPO model is used to systems analysis in which the process can be studied to determine the goals. The 3 parts of the model are:

- Input – it is explained by Armstrong [7] that this is where the information and resources that are needed in a system.
- Process – the actions or process that will use the information and resources gathered.
- Output – result or outcome of the information and resources that are processed.

Applying it in the study, the researchers used the model to determine the effectiveness of communication in the organization.

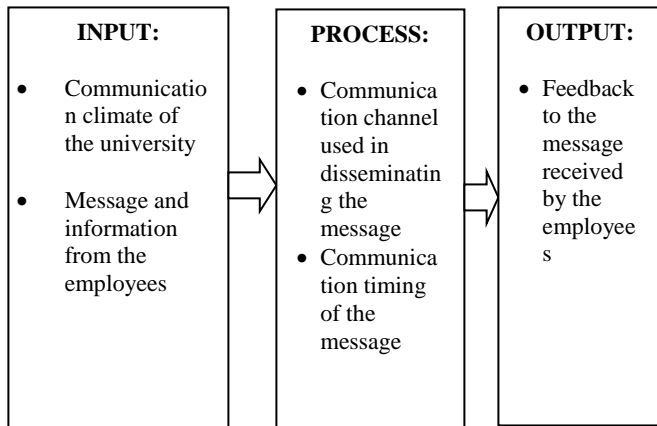


Figure 1. Conceptual framework of the communication effectiveness of Polytechnic University of the Philippines organization

As shown above, in Input, the first one is communication climate wherein according to Mack [8] in order for an organization to be successful; one thing that must be considered is the relationship of the people working together. The researchers wanted to know how the employees behave when they are talking to other employees. Second is the message content or the information that will be disseminated should be understood by the employees who will receive it, if the employees usually understand the message that they receive. The third one is feedback to communication which will be the second source of information that will be the answer which is the basis if they got the message correctly or not.

The second is the process wherein under it is the communication channel and timing. In order for the message to be delivered successfully to the receiver, the channel should be considered because there is an appropriate one to use for communication because the effectivity of the communication between employees can also be determined by knowing if the sender used an appropriate channel. The communication timing will be the determinant how urgent and when to send it, if the

timing of the message that was sent by an employee is planned and coordinated based on the urgency of the message.

The last one is the Output which is under it is the feedback in communication process which plays an important role because it is used to determine whether the message is perceived correctly or differently. The communication effectiveness of the organization can be also determined if the important messages are understood that is why the feedback is valued by the sender of the message.

OBJECTIVES OF THE STUDY

This study was intended to measure the communication effectiveness of the selected employees of Polytechnic University of the Philippines organization in communication areas like communication climate, communication channels, message content, communication timing and feedback.

Hence, the study addressed the foundational question: What is the communication effectiveness of selected staff of the Polytechnic University of the Philippines?

The first objective of the study was to know the demographic profile of the respondents according to their position and department and the second one is to know the communication effectiveness of the university employees in terms of communication climate, communication channel, message content, communication timing and feedback.

MATERIALS AND METHODS

Participants

The eighty-four (84) respondents of the study are deans and chairpersons from different colleges of Polytechnic University of the Philippines-Manila Campus and also from other branches of the institution. Moreover, administrative officers of the different branches of the Polytechnic University of the Philippines are also part of the respondents’ number. Furthermore, the researchers identified the respondents’ number basing on the number of the deans, chairperson, and administrative officers who answered the survey. Hence, the researchers have no power on the respondents’ choice to answer the given survey.

Furthermore, the researchers used convenience sampling method in this study. It is a specific type of non-probability sampling method that relies on the collection of data from the population sample who are conveniently available to participate in the study

and the data gathered are the foremost mean of the results of the study.

Material

To measure the communication effectiveness of the employees, the researchers used the standardized instrument from the Civil Service introduced in a seminar conducted at the university.

In the study, the instrument has a series of statements to measure the communication effectiveness of the employees of the Polytechnic University of the Philippines. Furthermore, the instrument has five (5) parts, namely; communication climate, communication channels, communication/message content, communication timing and communication feedback which consists of statements that aim to measure the communication effectiveness.

The given scale was used to interpret the result of the data gathered: Always or superior (A/S) - 1 – 1.83; Usually or highly acceptable (U/HA) – 1.84 – 2.67; Sometimes or satisfactory (S) – 2.68 – 3.51; Rarely or Marginal (R/M) – 3.52 – 4.35; Never or Inferior (N/I) – 4.36 – 5.19; Unknown or Non-acceptable (U/N-A) – 5.20 – 6.03

Furthermore, the researchers distributed the questionnaire to the employees of the university and waits for them to finish the survey to assist them in answering. However, since the study used the convenience sampling method, the researchers have no power to force any respondent to answer the survey.

RESULTS AND DISCUSSION

Communication is the key towards the development in an organization. Likewise, it is the best definition of an organization’s culture, strengths, gaps, and challenges.

This study purported to measure communication effectiveness of the University employees. The communication landscape in the university is measured according to five communication elements namely; climate, channels, content, timing, and feedback.

Table 1 shows the results of the study that provide picture of the communication culture at status – quo in the University. Most of them are categorized in the others part because they did not specify where department they belong to with a percentage of 35.71% and the second was the administrative office with a percentage of 11.90% followed by the college of engineering with 8.33%.

Table 1. Profile of the Respondents According to Department

DEPARTMENT	%
College of Human Kinetics	4.76%
College of Political Science and Public Administration	4.76%
College of Business Administration	5.95%
College of Communication	5.95%
College of Computer and Information Sciences	3.57%
College of Education	3.57%
College of Engineering	8.33%
Institute of Technology	4.76%
Laboratory High school	2.38%
College of Social Science and Development	1.19%
College of Tourism, Hospitality and Transportation Management	3.57%
Food Services	1.19%
Medical Office	1.19%
Bachelor of Science in Psychology	1.19%
Administrative Office	11.90%
Others	35.71%
Total	100%

Table 2. Profile of the Respondents According to their Positions

POSITION	%
Dean	11.90%
Chairperson	40.48%
Chief	32.14%
Principal	1.19%
School Credits Evaluator	1.19%
Acting Dean	1.19%
Accreditation Coordinator	1.19%
Assistant Professor III	2.38%
Vice President	1.19%
Director	3.57%
Chairman	1.19%
University Registrar	1.19%
Assistant	1.19%
Total	100%

The table 2 shows the position of the respondents who answered the questionnaire. Among the 84 respondents, 40.48% of them are chairperson and 32.14% are chief and the third one are the deans with 11.90%. Most of the respondents who answered are the deans, chairpersons and chief of the departments which are the target of the researchers.

Table 3. Communication Effectiveness in terms of Communication Climate

Communication Climate	%	VI
1. People are approachable and readily available to each other.	8.59%	U/HA
2. People are treated as equal (status, position, seniority are not emphasized).	8.68%	U/HA
3. Management projects “we care about you as an important person” attitude.	8.85%	U/HA
4. People feel respected, understood, listened to, and responded to.	8.96%	U/HA
5. A feeling of mutual trust exists among fellow workers and between management and employees.	8.54%	U/HA
6. Sensitive problems and serious conflicts are faced and discussed candidly.	8.26%	U/HA
7. People feel supported by their fellow workers and backed by management.	8.48%	U/HA
8. The work climate is open and relaxed rather than defensive and uptight.	8.01%	U/HA
9. People feel well-informed and rumors about important matters are infrequent.	7.67%	U/HA
10. Management is receptive to your suggestions and either follows up on them or explains why it cannot.	8.22%	U/HA
11. People know what to expect, where they stand, and what they should be doing.	8.19%	U/HA
12. The opportunity exists for input before important decisions are made and actions are taken.	7.50%	U/HA
Total	100%	U/HA

According to Putnam and Cheney [9], communication climate is the feeling in an organization concerning accepted communication behavior. Furthermore, communication climate pertains to the social tone of a relationship. As shown on table 3, the communication climate of Polytechnic University of the Philippines is described as Usually/Highly Acceptable with 2.27 weighted mean. This implies that the climate in Polytechnic University of the Philippines is high and has a positive result. In a study by Crampton [10], the organization is supportive of the employees when they feel that they are valued and important as well as they are respected. According to the table, one of the highest responses of the university employees has 8.96%. Therefore, the organization is supportive and has a strong communication climate.

According to Hadjistoyanova [11], in an organization, channel is essential because it will be the means of communication between employees. Furthermore, the effectivity of communication depends on what channel will be used because the form of message will differ according to who will receive it [12]. The communication effectiveness of communication channels of Polytechnic University of the Philippines as shown on Table 4 is described as usually/highly

acceptable with a 2.38 weighted mean which implies that it is high.

Table 4. Communication Effectiveness in terms of Communication Channels

Communication Channels	%	VI
13. Responsibility is fixed for organizing and coordinating all important messages.	16.48%	S
14. Proper/approved/appropriate channels for communicating are identified, known and understood.	14.51%	U/HA
15. No management positions or levels of management are viewed as habitual communication bottlenecks.	13.58%	U/HA
16. Horizontal (lateral) communication among equal in rank in different departments is provided for and is effective.	13.85%	U/HA
17. Upward communication is efficient and effective (fast and accurate).	15.10%	U/HA
18. Downward communication is efficient and effective (fast and accurate).	12.63%	U/HA
19. The grapevine is appropriately used.	13.77%	U/HA
Total	100%	U/HA

It explains that the communication effectiveness is high when the upward and downward communication is fast which means that the employees understand the message that is being delivered. Therefore, the channels used to deliver the messages are fast and effective.

Table 5. Communication Effectiveness in terms of Message Content

Message Content	%	VI
20. Message content is factual, accurate and correct.	7.36%	U/HA
21. Messages are carefully organized and contain a logical flow or sequencing of ideas or facts.	7.09%	U/HA
22. The wording of messages is adapted or tailored to the particular receiver(s), (listener/s) and situation(s).	7.10%	U/HA
23. The purpose of the message is stated and understood.	7.26%	U/HA
24. Message content is important and relevant.	7.03%	U/HA
25. The content is balanced and presents both bad and good news in an impartial manner.	7.22%	U/HA
26. The main ideas and key points in various messages are emphasized.	6.92%	U/HA
27. Messages sound credible and sincere.	6.80%	U/HA
28. Messages contain current and complete information.	7.45%	U/HA
29. Messages answer who, what, where, when, and why.	6.74%	U/HA

Table 5 (cont). Communication Effectiveness in terms of Message Content

30. The meaning of the content is clear and requires little or no interpretation by the listener.	6.83%	U/HA
31. Message content is specific and concrete rather than general and vague.	7.51%	U/HA
32. Messages are brief and concise.	7.19%	U/HA
33. Messages are stated in tactual tone.	7.22%	U/HA
Total	100%	U/HA

Message serves as the employee’s source of information that can be used in decision making (Importance of communication in an organization, 2010) which is also an important part, not only in an organization, but there will also be no communication when there is no message. The effectiveness of the message content in Polytechnic University of the Philippines as shown on table 5 above is described as usually/highly acceptable with 2.13 weighted mean. This implies that the effectiveness of message content in an organization is high. In an article by Damilare [13], there is high effectiveness of message in an organization if the messages that are transmitted is relevant and important, contains complete information and the main idea is explained properly which has a high response among the university employees.

Table 6. Communication Effectiveness in terms of Communication Timing

Communication Timing	%	VI
34. The timing of important messages is carefully planned and coordinated to increase their effectiveness.	14.71%	U/HA
35. People’s questions and requests are responded promptly.	16.73%	S
36. Communication is continuous and organized rather than occasional and spur of the moment.	14.87%	U/HA
37. Important communication is spaced and spread out rather than concentrated and sent all at the same time.	13.88%	U/HA
38. Communication is not rushed.	2.69%	U/HA
39. Important communication occurs before something happens rather than after something happens.	13.23%	U/HA
40. Urgent information reaches people promptly.	13.86%	U/HA
Total	100%	U/HA

According to Ruppert [14], communication effectiveness can be determined through timing because there is always a perfect timing when the information must be disseminated. The communication effectiveness of Polytechnic University of the Philippines in terms of communication timing, as shown above is described as Usually/Highly Acceptable with a grand mean of 2.55. This implies that the communication timing in Polytechnic University of the Philippines organization is high which shows a positive response and because we can capitalize that it improves more and it is for the communication to be effective. In a study entitled Effective communications: raising the profile of your archive service (2013), explains that the communication effectiveness in terms of timing is high when the message is sent in the right time because that gives the employees a chance to understand the message. Relating it to the study, the communication is not rushed which means that the sender of the message allotted time before delivering it.

Table 7. Communication Effectiveness in Terms of Communication Feedback

Feedback To Communication	%	VI
41. The system for providing feedback is effective.	15.14%	U/HA
42. A system is used for verifying that all important messages are understood.	18.60%	S
43. Provision is made for getting reactions to new practices and changes following their implementation.	17.02%	U/HA
44. Soliciting and providing feedback is valued and rewarded.	16.69%	U/HA
45. Communication is not rushed.	16.12%	U/HA
46. Immediate supervisors solicit ideas and suggestions for improving the work unit’s performance generally and open lines of communications specifically.	16.42%	U/HA
Total	100%	U/HA

Communication is a process or cycle that needs feedback. Feedback is an essential part of communication and it allows the sender of the message to evaluate how efficient it has been. As shown on table 7, the communication effectiveness in terms of communication feedback is described as Usually/Highly Acceptable with 2.46 weighted mean which implies that it is high. According to McCarthy [15], the communication effectiveness is high when there is a feedback which can also improve the job satisfaction of

the employees. According to the result of the answered questionnaire by the university employees, the system for providing feedback is effective which implies that the employees who are working has increased their job efficiency and will be able to achieve the goal of the organization as well as their feedbacks are also valued that shows the organization gives importance to the employees.

CONCLUSION AND RECOMMENDATION

The results showed that the communication climate, channel, message content, timing and feedback are high. Furthermore, the graded mean of the results interpreted as usually or highly acceptable. Thus, the grand total of the results is interpreted also as usually or highly acceptable. Moreover, the results clearly state that the university is effective when communicating with other employees.

Therefore, the researchers came up with the following conclusions:

1. According to the data gathered the respondents are from different colleges and departments of the Polytechnic University of the Philippines wherein most of the respondents categorized themselves belonging to other or non-specified section, with the highest percentage above all, administrative officers followed. Moreover, chairperson, chiefs and deans conquer the number among eighty-four respondents.

The researchers interpreted the data gathered from the respondents; the communication climate of the organization was good and interpreted as usually or highly acceptable. It was explained that organizations are influenced by many factors to attempt to give the greatest quality that the organization can give, to gain high credit reputation and to achieve their goals. As what Dwyer [16] explains "effective and efficient communication is just as essential to the successful operation of any organization". Communication is no doubt used frequently in every aspect in an organization. Specialists argue that the "climate" is one of the most important in organization theory, generally, and organizational communication.

Good communication ought to be a relationship-building process rather than only a way of transferring ideas and information which implies that the organization will surely develop when the communication climate between employees are high.

2. The researchers found out from the data gathered from the selected staffs; the communication channel of the organization was good and interpreted as usually or highly acceptable. Namasaka [17] explains that in every

organization, there are goals that are set to be achieved so in order for it to be successful, it also depends on what means of communication they will use. According to Chand [18] the flow of communication when disseminating a message can be from a superior to subordinates (downward communication), subordinates to subordinates (lateral communication) and subordinate to superior (upward communication) and also uses different means such as face-to-face, using media like television, radio and loudspeakers, mobile phones where they can call and text, electronic medias such as e-mails and social media sites and the last one is written communication which is through the use of memos and letter [19]. It is discussed earlier that in an organization, different types of people are working together to achieve a common goal. In the study by Namasaka [17], it also explains that through communication channels, the relationship between workers can be affected because they are interacting with each other for the sake of the organization's goal in their minds which also leads to work efficiency because if an individual established a good relationship with other employees then there is a higher chance that their goal will be achieved.

3. The message content of the university employees gathered a good result and interpreted as usually or highly acceptable. According to Effective communications by the national archives [20], the dissemination of message to employees is one way to determine if the organization has effective communication because they will be able to share their ideas as well as talk about the goals and issues that must be solved before it gets worse. Also, as explained earlier, in an organization, communication can build relationships because of the common ground between employees when they received the information like for example they have the same interpretations with others who also received it.

Another example is that the communication effectiveness in an organization will be able to determine when there is a given task, the source of the information will be able to know if they are effective if the task was done correctly and if the information has been disseminated properly and accurately.

In an article by Root [21], it was explained that in order to have an effective communication, the information should be delivered in a concise and proper way in which the sequence of the information and agenda is explained properly. Another is that the employee who will disseminate the message should not only be concise but also complete because it doesn't matter whether the message is brief nor has too much information, the

important thing is that all the ones that are needed should be stated.

4. The researchers interpreted the data gathered from the respondents; the communication timing of the organization was good and interpreted as usually or highly acceptable. The communication timing is considered as one of the biggest part of communication effectiveness in organization, the university employees are responsible to give the information up to the last employee who needs to know the information in the right time. All of the employees have to be aware of the decisions so that the outcome will be good.

5. The researchers found out from the data gathered from the respondents; the communication feedback of the organization was good and interpreted as usually or highly acceptable. In an organization, the feedback is important in order to determine the little or big problem that they can solve. Whatever flow of communication they used, they always need to have a feedback to determine the little or big problem which implies that it is needed in every communication process that is happening in order to have a developed organization.

Thus, the communication effectiveness of Polytechnic University of the Philippines organization is high which implies that the employees have good relationship, the messages are perceived correctly, reacted, created, and received feedback well, showing the signs of a good organizational and communication structure

RECOMMENDATION

To the Organization- This study suggests that organizations shall conduct a seminar or any type of informative forums that will educate the faculties on communication effectiveness, how can this affect their performance as an organization and the importance of a good and effective communication.

To the Employees- This study suggests that having bond or team building of the members of the organization may strengthen the way of communicating of the employees. Therefore, the profile of the members of the institution may not vary the way they communicate to others and can effectively perform towards the goal of the institution.

To the future researchers – Since the study only focused on the effectiveness of communication of the organization and only selected employees, the researchers recommend to the future researchers to accumulate the improvement of the organization's communication effectiveness.

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