

Organizational Communication in Relation to the Organizational Commitment among Local Government Employees, Panglao, Bohol

JESSICA B. JIMENEZ

bjjimenez@universityofbohol.edu.ph
<https://orcid.org/0000-0003-3222-6939>

NUEVAS T. MONTES

nuevastmontes@gmail.com
<https://orcid.org/0000-0002-5786-5254>

JOSE D. VELEZ

junvz@usjr.edu.ph
<https://orcid.org/0000-0002-0220-386X>

MILA MAE A. CABALLERO

mcaballero@usjr.edu.ph
<https://orcid.org/0000-0001-5686-8587>

ABSTRACT

This study intended to find out the relationship between the level of communication effectiveness and the three dimensions of organizational commitment among the employees of the Local Government of Panglao, Province of Bohol. The research engagement utilized the quantitative method, using a descriptive-normative survey in gathering the data. The inclusion criteria in this particular study were the randomly selected 17 respondents of the 30 top management and the 161 of the 370 rank-and-file and job order employees of the Local Government Unit (LGU) of

Panglao at 95% confidence level and 5% degree of error. It underwent an ethics review to ensure that the “do-no-harm” was observed in the study’s entire conduct. The result shows that respondents often used the unmediated or interpersonal method in communicating with the higher-ups. The unmediated method of face-to-face is moderately effective. In lateral communication, the unmediated face-to-face and mediated methods of SMS/text messaging are very effective. Furthermore, respondents in all groups have moderate affective, continuance, and normative commitment levels. A significant correlation is found between the level of communication effectiveness on both affective and continuance organizational commitment. However, an inverse correlation between the level of communication effectiveness and normative organizational commitment was found. Although proven repeatedly in research, communication effectiveness and organizational commitment are directly correlated but not always directly correlated. In the context of the study, that term limit affects such. Of the three dimensions of organizational commitment, only the affective and continuance commitment reveals a significant direct correlation with communication effectiveness.

Keywords: organizational communication, organizational commitment, descriptive-normative survey, Spearman Rho, Philippines Asia.

INTRODUCTION

Communication is an effective means by which human beings coordinate actions, create relationships, and maintain organizations. Scholars of organizational communication have extensively discussed that communication is the essence of an organization. A flourishing body of evidence has demonstrated that effective communication within an organization plays a vital role in developing positive employee attitudes, such as trust and organizational commitment (Jo & Shim, 2005). However, despite the current realization that communication is essential in governance, there is not much literature on communication and public governance. Meanwhile, organizational commitment has been defined as an employees’ feelings of obligation to stay in an organization. It can also be characterized as a sense of attachment that minimizes any intention to resign or leave an organization.

Meyer and Allen (1992) have posited that organizational commitment takes three distinct forms. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization. In contrast, continuance commitment is based on an employee's recognition of the costs associated with leaving the organization. On the other hand, normative commitment refers to commitment based on a sense of obligation to the organization (Yousef, 2017).

This study intends to determine the relationship between the level of communication effectiveness and the three dimensions of organizational commitment among the employees of the Local Government of Panglao, Province of Bohol.

Like all local government units, the Municipality of Panglao has a crucial role in providing quality services to its stakeholders. In terms of development in the Province of Bohol, Panglao is in the limelight, where Panglao is known popularly as one of the fastest-growing holiday destinations in the Philippines. This situation is reinforced with the Bohol-Panglao International Airport opening, which is expected to accommodate approximately 2 million passengers within its first couple of years of operations.

Effective communication is said to be a building block of successful organizations. Communication assists managers in performing their jobs and responsibilities. It serves as a foundation for planning. All essential information must be communicated to the managers, who, in turn, must communicate the plans to implement them. Organizing also requires effective communication with others regarding their job tasks and responsibilities. Likewise, leaders as managers must communicate effectively with their subordinates to achieve team goals. Control is not possible without written and oral communication.

This study intends to contribute to the government's perspective of the communication flow and organizational commitment literature. It enhances the present understanding of the commitment and communication channels and how it can efficiently and effectively facilitate the services and well-being of its human resources and the public they serve.

Theoretical Framework. The theories and concepts presented here were primarily taken from the Systems Theory, Functional Theories, Social Capital Theory, Social Exchange Theory, Theory of Human Capital, Mental Models, Three-Component Framework Commitment, and the Social Identity Theory. The following theories helped organize the framework of this study.

Systems theory perceives communication as a system binder, fundamental for the survival and growth of an organization. Binding the subsystems together facilitates internal control and stability. By putting together the total system to the external environment, communication promotes organizational growth and goal attainment. The systems theory views any organization as a dynamic and complete process consisting of several variables that persistently interact with the external environment. Since the interactional processes among organizational variables and between them and the outer world entail information flow, the role of communication in the systems theory becomes evident. By definition, the system requires an interrelationship among parts that makes a whole; an information flow system would provide information through various subsystems and entail some feedback mechanism (Johnson, Kast, and Rosenweig, 1963).

A basic feature of any system is that it consists of interactional processes. These processes occur internally among the system component and externally between the system and the outside environment. Such differences might be characterized as built-in differences and lead to varying degrees of tension within the system. When tensions gang up and become more or less sharply opposed along the lines of two or more components, conflict happens (Chin, 1966). In dealing with this type of conflict, the system activates its maintenance mechanism, consisting of programs of action designed to restore internal equilibrium or stability. As a maintenance mechanism, communication plays such a vital role in binding the subsystems together that the whole system may be considered a communication network. According to Scott, communication acts as a stimulus for action and as a control and coordinating mechanism, tying the decision centers in the system into a synchronized whole. From this standpoint, it is helpful to think of a system in terms of a communication network (Scott 1962).

A system is generally designed to maintain internal stability and tight control. Excessive restriction of information traffic could, however, push the system to the verge of disintegration. On the other hand, a system that encourages information flow across its boundaries tends to exhibit openness. This system is generally designed to control, exploit, and adapt to its environment successfully. It should indicate that the total openness of systems is as theoretical as complete closeness. Excessive openness could be as undesirable as extreme closeness. If a system is so open to

the events occurring around it that it responds to every shifting wind, it cannot develop any internal stability and momentum (Seiler, 1967). With this premise, practically, all open systems possess some mechanisms (laws, policies, traditions, values, among others), regulating the information inflow and outflow. This process is designed to preserve, within reasonable limits, the structural integrity and unique features of the system (Almaney, 1974).

Despite the relevance and applicability of the systems theory in the current study, the theory has had its fair share of criticism. Hoos (1972) extensively criticized the systems approach, particularly its planning, management, and government role. Hoo (1972) believed that systems left insufficient room for the human factor or real people acting in ways not predicted by the system.

Functional Theories. Burrell and Morgan (2017) mentioned the functionalists to explain as the primary paradigm for investigating organizations in sociology. The theories share a view of the social world as relatively stable and concrete. Just as the order of the world of nature, the world of human affairs is similarly ordered and regulated. In the communication discipline, the Theory of Reasoned Action (TRA) is an example of functionalist theory. The design of TRA is to identify elements that can predict human behavior, thus, guide behavior change. The theory relies on several causal variables, such as behavioral intention, attitude, and motivation, to comply with predicting how someone will behave. The researcher sums all of the relevant indicators and predicts how likely it is that the individual in question will stop smoking. The theory of reasoned action is functionalist because it assumes a stable social world that will respond as predicted once the factors significant to the process are identified.

Functional theories of group communication view interaction as an instrument by which groups make decisions. Such theories emphasize the connection between the quality of communication and the group's output quality (Littlejohn & Foss, 2009). Communication does a number of things—or functions—in a number of ways to determine group outcomes. It is a means of sharing information. Further, it is the way group members explore and identify errors in thinking and is a tool of persuasion (Hollingshead, Wittenbaum, Ancona, Jehn, Paulus, Hirokawa, & Peterson, 2005). The functional approach to groups has been strongly influenced by the pragmatics of teaching small group discussions. It is based on the work

of John Dewey, which has dramatically influenced twentieth-century logical thought since the publication of "How We Think" in 1910. Dewey's version of the problem-solving process has six steps: (1) expressing a difficulty; (2) defining the problem; (3) analyzing the problem; (4) suggesting solutions; (5) comparing alternatives and testing them against a set of objectives or criteria; and (6) implementing the best solution (Dewey, 1910). The theories of the functional tradition address the ways communication affects each of these elements. Hirokawa and his colleagues use the foundations of functionalism and Dewey to craft the vigilant interaction theory. This theory argues that a group that talks about problems thoroughly and critically can think about issues comprehensively and fundamentally and make better decisions. Their work looks at crucial communication elements that contribute to sufficient choices and various mistakes that groups can make in the decision-making process (Hirokawa and Rost, 1992).

Unfortunately, much of the literature is too general when describing the organizations in which these new efficiencies have a high probability of success. While organizational commitment research has advanced, new social context theories have emerged. One such approach is the **Social Capital Theory (SCT)**. It shows theoretical promise in explaining the social-psychological processes that help develop organizational and individual competitiveness by establishing interpersonal relationships. To date, various forms of social capital theories have been explored. However, most theoretical and empirical research in organizational science has conceived of social capital as a network of cooperative relationships that ultimately benefit the individual (Coleman, 1988; Burt, 1997; Belliveau, O'Reilly, and Wade, 1996). Within this scheme, the value of interpersonal attachments is anchored in their ability to advance one's self-interests.

In contrast, researchers have extended social capital conceptions to include it as an attribute of organizations or other more generalized collectives such as communities or even societies. According to these scholars, for example, social capital serves to provide sustainable competitive advantages to organizations in the form of entrepreneurial behavior (Chung and Gibbon, 1997), firm survival (Pennings, Lee and Van Wooteloostuijn, 1998). Besides, the argument that social capital is an asset of communities and societies is posited by Putnam (1995) and Fukuyama (1995). Under both meso and macro formulations, however, the ultimate value of interpersonal relationships resides in their ability to advance the organization's (and defer the individual's) interests (Leanna and Van Burren, 1999).

Legal Bases. This particular research is anchored on the Sustainable Development Goals (SDGs) agenda for 2030 as the umbrella of its legal bases. The SDG 16 intends to address peace, justice, and strong institutions. It prominently features institutions, both as a cross-cutting issue in many of the goals and SDG 16 as a standalone goal. The Agenda also upheld that governments have the fundamental responsibility to implement the SDGs and ensure follow-ups and reviews for the next 15 years at the national, regional, and global levels. One such step is to embed the Agenda as a framework to shape the institutional arrangements and review the progress.

Public administration is the cornerstone of the government's work. Such plays an essential and critical role in improving people's lives through public service. The reinvention of public administration is a positive and necessary way forward by embedding effective communication that hopefully increases organizational commitment. Without public administration modernization and transformation to adapt to today's needs, realizing a better future for all will be impossible. Where capable administrations are lacking, governments are undermined; and where governments are incapacitated, sustainable development falls short.

The Philippines, as one of the UN's SDG signatory countries, cascaded such goals in its mandate to make the public offices effective, transparent, accountable, and inclusive. Article II, Section 24 emphasizes the state's stand on how essential communication and knowledge are in the development of a country. Section 10 of Art. XVI further create the policy environment necessary for the full development of Filipino capacity, the emergence of communication systems that are appropriate for the nation's needs and expectations, and the balanced flow of knowledge into, out of, and across the country, per a policy that respects the freedom of speech and the press.

Communication is considered a lifeline within an organization. When occurrences of poor communications exist within the organization, the "life" of the organization as it is structured is in particular jeopardy. However, a healthy organization usually maintains effective communication channels, both with its employees and the public.

Regardless of the position a person holds on communication and organization, it is clear that communication has strong ties to the very core of organizational existence. Literature gathered had the following views, such as communication is an essential aspect of organizations (Daft,

2002; Rodwell, Kienzle, and Shadur, 1998), or that organizations cannot exist without communication (Keyton, 2005) or even that communication is the organization (Taylor and Van Every, 2010). Through communication, information is shared to understand the performed tasks and the organization's goals. Corporate communication provides opportunities to enact an organization's complex environments and shape stakeholders' images, politics, opportunities, and threats. Given the superordinate nature of organizational goals, members have to interact to achieve the goals that realize the organization's existence, and they define the organization accordingly. Therefore, Keyton (2005) defines organizational communication as "a complex and continuous process through which organizational members create, maintain, and change the organization."

When communicating with employees, organizations may want to consider communication flow (Rhee & Moon, 2009) as communication factors are likely to contribute to organizational commitment. Collectively, these variables address the distinct layers of communication within organizations (organization to employee and manager to the employee). They evaluate how employees perceive the accessibility of tasks and relevant information about the organization (Rhee & Moon, 2009). Information flow refers to the open exchange of ideas, issues, and opinions, both vertical and horizontal channels of an organization (Robertson, 2005). Communication flow centers on the organizational process of delivering messages to and from the employees.

The relationships of the people involved determine the various communication types found within an organization. The organization chart's formal relationships denote formal communication channels, while social relationships give rise to informal communication. The formal communication channels are found inadequate to carry all the needed information in an organization. Therefore, the informal channels play an essential role in the organization's life (Davis 1973). Group activities found both formal and informal systems necessary, just as two blades are crucial to making a pair of scissors workable.

Horizontal communication means the informal interpersonal and socioemotional interaction with immediate colleagues and even those who are of the same level in the organization who are at the same level. On the other hand, vertical communication refers to work-related communications up and down the organizational hierarchy. It may range from employees receiving information about the organization's strategy to giving bottom-up

feedback and management advice.

A particular differentiator captured between horizontal and vertical communication is between informal and socio-emotional communications. The horizontal communication is done with proximate colleagues in general day-to-day organizational communication) and instrumental and bureaucratic organizational communication. The latter are instances that are practiced primarily by higher-level management.

Based on current organizational theory developments, horizontal (informal and socio-emotional) communication is essential for organizational involvement (Foy, 1994; Smith, 1997). This finding is corroborated to a certain extent by research within groups, which has shown that communications with proximate others generally increase attachment and cohesiveness (Levine & Moreland, 1990). At the interpersonal level, affective socioemotional exchanges such as self-disclosure are related to attachment and relationship development (Collins & Miller, 1994). In group research, actual content and speech accommodation has proven influential social identification precursors (Giles & Coupland, 1991). By enhancing the distinctiveness, vertical communication makes it easier for individuals to identify themselves with that of the organization as an entity (Ashforth & Mael, 1989). In conclusion, attachment to a social group or organization could be related to horizontal communication, at least according to some perspectives on identification. According to other views, identification is more likely to be enhanced by vertical communication.

Internal communication plays a vital role in implementing all these ideal motivational practices in the organization. These make people understand the bigger picture, which is an essential and complicated job that demands attention from practicing managers. Indeed, the manager who suffers from poor communication skills is likely to feel frustrated most of the time. And he is even more likely to be surrounded by several unhappy and unproductive subordinates' (Andrews and Baird, 1989).

Related Studies. The study of Thornhill, Lewis, and Saunders (1996), concerning "The Role of Employee Communication in Achieving Commitment and Quality in Higher Education," focused on the significant relationship between employee communication and commitment to the organization. The study perceived favorable treatment of employees might be an antecedent to identification and commitment. Employee communication may be one of several well-designed and integrated personnel strategies to promote this general perception and commitment.

The research paper of Allen (1992) titled “Communication and organizational commitment: Perceived organizational support as a mediating factor” examined the links between communication, organizational commitment, and perceived organizational support using questionnaire data gathered from 244 university employees. Employee perceptions regarding the top management-employee communication relationship, senior management’s communication quality, and superior-subordinate communication were strongly related to organizational commitment. Top management-employee communication relationships influenced perceived organizational support and the quality of co-workers’ and top management’s communication. Perceived support mediated co-worker communication-commitment relationships.

The study on “Organisational communication and its relationships with job satisfaction and organizational commitment of primary school staff in Western Australia” was conducted by De Nobile (2017) among 358 staff from 35 government primary schools in Western Australia state. Factor analyses found 13 aspects of job satisfaction and nine dimensions of job satisfaction. The utilization of multiple regression analyses findings suggested that several parts of organizational communication were related to job satisfaction and organizational commitment. This article provided implications for future research concerning communication and the maintenance of optimal job satisfaction and commitment in schools. In motivating the employees, the employers need to reach them out, and employers must fully understand the complexity of employees’ make-up (cited by Rajhans, 2012). The efforts of motivating employees must be directed to improve the organization’s operations. However, to be effective, giving importance to motivation to provide incentives to the employee. It is a fact that the best way to motivate workers is to merge the employees’ ambitions with that of the organization.

Statement of the Problem. The study intends to ascertain the relationship between the level of communication effectiveness and the three dimensions of organizational commitment among the employees of the Local Government of Panglao, Province of Bohol for the Fiscal Year 2019-2020.

Specifically, it intends to look into the facets of the following problems:

1. What is the level of effectiveness of the communication practices/methods:
 - 1.1 with the top executive and middle management;

- 1.2 with the peers;
- 1.3 with the subordinates?
2. What is the level of organizational commitment of the respondents in terms of:
 - 2.1 Affective;
 - 2.2 Continuance; and,
 - 2.3 Normative?
3. Is there a significant degree of correlation on the level of communication effectiveness and the three dimensions of organizational commitment (affective, continuance, and normative) among the Local Government of Panglao employees?

Statement of Null Hypothesis. There is no significant degree of correlation between the level of communication effectiveness and the three dimensions of organizational commitment.

METHODOLOGY

Design. This research engagement utilized the quantitative method, using a descriptive-normative survey in gathering the data.

Research Respondents. The inclusion criteria in this particular study were respondents who belong to the top management (Mayor, Vice-Mayor, Municipal Councilors, Association of Barangay Captains (ABC) President and Sangguniang Kabataan President and the middle management (department heads and heads of offices and executive assistants of the Mayor's Office) as the first group. The rank-and-file and job order employees of the Local Government Unit (LGU) of *Panglao* in the Province of Bohol comprised the second group. Table 1 depicts respondents' distribution that 17 out of 30 top and middle management and 161 among the 370 total number of rank-and-file and job orders are needed for the study to give a precision of 95% confidence level and 5% degree of error.

Research Instruments. The study used a modified tool based on "**An Analysis of Effectiveness of Employee Communication in Public Institutions in Nairobi: The Case of Teachers Service Commission**" (Tabitha, 2015) to gather the data on Organizational Communication. As to organizational communication, the first dimension is on methods

of communication that consist of the four types of direction in formal communication that was measured with the following Likert Scale:

Likert Scale	Descriptors	Meaning	Interpretation
4	Always Used	It is used all the time.	Highly Utilized
3	Often Used	It is used most of the time.	Moderately Utilized
2	Sometimes Used	It is rarely used.	Less Utilized
1	Not Used	It is not used at all.	Not Utilized

The second dimension is on the frequency of communication the respondents have within the organization. The answers were measured using the following Likert Scale:

Likert Scale	Descriptors	Meaning	Interpretation
4	Always Used	It is used all the time.	Highly Utilized
3	Often Used	It is used most of the time.	Moderately Utilized
2	Sometimes Used	It is rarely used.	Less Utilized
1	Not Used	It is not used at all.	Not Utilized

As to the third dimension on the effectiveness of communication methods/practices in their organization, the responses were measured using the following Likert Scale:

Likert Scale	Descriptors	Meaning	Interpretation
4	Very Effective	Produce the intended effect all the time.	Very Effective
3	Moderately Effective	Produce the intended effect most of the time.	Moderately Effective
2	Less Effective	Less likely to produce the intended effect.	Less Effective
1	Least Effective	Least likely to produce the intended effect.	Least Effective

The fourth dimension is on the barriers of communication that the respondents encountered in their organization. Answers were measured using the following Likert Scale:

Likert Scale	Descriptors	Meaning	Interpretation
4	Always Encountered	It happens all the time.	Highly Problematic
3	Often Encountered	It happens most of the time.	Moderately Problematic
2	Sometimes Encountered	It rarely happens.	Less Problematic
1	Never Encountered	It does not happen.	Not Problematic

A separate section on the questionnaire was used to determine the employees' organizational commitment utilizing the study of Allen and Meyer (1990) titled "The measurement and antecedents of affective, continuance and normative commitment to the organization." A list of comments about how people feel about their organizations was given. Using the four-point scale provided below, the respondent indicated his/her level of agreement or disagreement with each of the comments.

Organizational commitment was measured with the following Likert Scale:

Likert Scale	Descriptors	Meaning	Interpretation
4	Strongly Agree	The respondents fully accede with the statement	Highly Committed
3	Moderately Agree	The respondents accede with the statement	Moderately Committed
2	Slightly Agree	The respondents fairly accede to the statement	Slightly Committed
1	Disagree	The respondents negate the statement	Not Committed

The following items in the Organizational commitment had reverse-scoring:

In the Affective sub-dimension, Q4, Q 5, Q6, Q8; in the Continuance sub-dimension: Q9, Q12; and in the Normative sub-dimension: Q17, Q18, Q19, Q24.

As items were being modified to contextualize the tool, the researcher conducted pilot testing to check the internal validity, consistency, and correlates of the items being included (Saunders, Lewis, and Thornhill, 2012). Approximately 20 respondents participated in the pilot testing. They

have a similar socio-demographic profile to the actual respondents. Such undertook Cronbach's Alpha Test to measure the acceptability.

Ethical Considerations of Research. To ensure that the “do-no-harm” was observed in the study's entire conduct, the researcher wrote a letter of consent to the respondents explaining to them the intention of conducting the research and asking them their time to answer the questionnaire voluntarily. The researcher reminded them that it would not take 30 minutes of their time answering the entire tool. A further assurance that complete anonymity will be observed during the whole duration of the conduct and even on the data's processing and archiving. Furthermore, the researcher ensured to uphold the respondents' rights, and if they feel that there are violations of their rights, they can stop answering at any point. Further, the researcher submitted to the Ethics Review Committee as the quality assurance that the researcher followed the ethics protocol.

Statistical Treatment of Data. In this study, before processing the responses, part of the data preparation was done on the completed questionnaires. Those underwent the process of editing, coding, transcribing (entering), and cleaning. It used descriptive analysis with measures of central tendency and measures of variability of standard deviation and variance to analyze the proportions and frequency of the variables. Correlation and regression models and chi-square test were used to draw the relationship and the strength between the dependent and independent variables before setting the most appropriate methods. As pointed out by Quinlan (2011), the statistical inference uses the data gathered on a sample from a population to draw inferences or conclusions.

RESULTS AND DISCUSSION

Effectiveness of Communication Practices/Methods with Top Executive and Middle Management. Table 1 revealed that SMS/text messaging (mediated) is a very effective medium of communication among the top executive and middle management respondents. In contrast, the rest of the communication methods were moderately effective, less effective, and least effective because the respondents are already adept at the use of technology that they find fast and convenient. In addition, this particular LGU has a majority of its employees who are contractual/job orders assigned in the field. They are the waste collectors, “*Bantay dagat*,” casual market employees, street cleaners, waterworks. They do

not follow regular office hours. Hence, they found SMS/text messaging very effective and face-to-face moderately effective. They only meet once a week during a flag-raising ceremony.

This finding is congruent to the findings of the study of Davis (1973) that the formal communication channels are found inadequate to carry all the needed information in an organization. Therefore, the informal channels play an essential role in the life of the organization.

However, in this particular LGU, formal communications are found to be moderate to less effective. Hence, informal communication is not mere support but an effective form of communication.

Table 1. Level of Effectiveness of Communication Practices/Methods with Top Executive and Middle Management

Communication method ^a	n ^b	Average	Qualitative Description
<u>Unmediated</u>	<u>148</u>	<u>2.89</u>	<u>Moderately effective</u>
Face-to-face	144	3.18	Moderately effective
Word of mouth by colleagues	124	2.44	Less effective
<u>Mediated</u>	<u>162</u>	<u>2.88</u>	<u>Moderately effective</u>
SMS/Text messaging	132	3.30	Very effective
Telephone calls	123	2.96	Moderately effective
Letter	125	2.85	Moderately effective
Emails	108	2.55	Moderately effective
Bulletin	111	2.32	Less effective
Informal note	113	2.00	Less effective
Voice mail	1	1.00	Least effective
Overall Average		2.89	Moderately effective

Notes:

- Responses are not matched with the method used.
- n of cases for Mediated and unmediated refers to cases with at least one answer in any of the communication methods under each class.

Effectiveness of Communication Practices/Methods with the Peers. Table 2 shows the level of effectiveness of communication practices/methods of the respondents with peers. The data revealed that face-to-face (unmediated) and SMS/text messaging (mediated) are very effective

communication methods of the respondents with peers. In contrast, the rest of the communication methods were moderately effective, less effective, and least effective.

Table 2. Level of Effectiveness of Communication Practices/Methods with Peers

Communication method ^a	n ^b	Average	Qualitative Description
<u>Unmediated</u>	<u>156</u>	<u>3.08</u>	<u>Moderately effective</u>
Face-to-face	150	3.34	Very effective
Word of mouth by colleagues	124	2.60	Moderately effective
<u>Mediated</u>	<u>154</u>	<u>2.78</u>	<u>Moderately effective</u>
SMS/Text messaging	139	3.41	Very effective
Telephone calls	118	2.86	Moderately effective
Letter	117	2.44	Less effective
Emails	106	2.25	Less effective
Bulletin	109	2.12	Less effective
Informal note	106	2.00	Less effective
Voicemail	1	1.00	Least effective
Overall Average		2.93	Moderately effective

Notes:

- a. Responses are not matched with the method used.
- b. n of cases for Mediated and unmediated refers to cases with at least one answer in any of the communication methods under each class.

Jackson (1959) stipulated that horizontal communication covered friendship structure. These systems of relationships overlap but are not identical. Each has an essential effect on communication in an organization. Each influences the expectations people have regarding who should communicate to whom about what in what manner. Since these areas involve the ranking of persons and certain distinctions, they are commonly avoided. Disagreements and distorted perceptions about questions of relationships in an organization are the sources of many communication difficulties. What intensifies these communication problems is that relationships among persons in an organization are in a continual state of flux. Personnel losses, transfers, promotions, and replacements are occurring. Decisions about new policies and procedures are being made,

and these often modify relationships. Some people are informed about changing relationships before others; some are not informed at all.

Effectiveness of Communication Practices/Methods with the subordinates. Table 3 reveals how the respondents rated the level of effectiveness of communication practices/methods with their subordinates.

Table 3. Level of Effectiveness of Communication Practices/Methods with Subordinates

Communication method ^a	n ^b	Average	Qualitative Description
<u>Unmediated</u>	135	2.97	Moderately effective
Face-to-face	130	3.18	Moderately effective
Word of mouth by colleagues	106	2.44	Less effective
<u>Mediated</u>	136	2.79	Moderately effective
SMS/Text messaging	120	3.34	Very effective
Telephone calls	106	2.75	Moderately effective
Memorandum	109	2.72	Moderately effective
Letter	105	2.64	Moderately effective
Emails	97	2.09	Less effective
Bulletin	96	2.07	Less effective
Informal note	97	1.98	Less effective
Voicemail	1	1.00	Least effective
Overall		2.88	Moderately effective

Notes:

- a. Responses are not matched with the method used.
- b. n of cases for Mediated and unmediated refers to cases with at least one answer in any of the communication methods under each class.

Findings revealed that face-to-face is moderately effective while SMS/Text messaging is considered very effective. The system within the organization is an issue. Face-to-face communication is vital for unofficial horizontal communication, where the coordination function of communication is essential and cannot be entirely ensured by the official hierarchy (Hall, 1991). Modern technologies provide additional media, such as telephone and electronic mail, but managers still rely on face-to-

face contacts for much of their interaction (Kanter, 1977). Such face-to-face interaction includes emotional information and social support, and task information (Katz & Kahn, 1978). Both task and social communication can affect organizational functioning, providing intelligence and integration (Johnson, 1977). The nonverbal information provided in the richer face-to-face context may be especially crucial for the social integration it gives and the enhanced meaning conveyed for equivocal task communication. For these reasons, managers are encouraged to maintain personal contact through “management by walking around” (Waterman & Peters, 1982).

Level of Organizational Commitment of the Respondents.

Table 4 depicts the composite mean of the various dimensions of the organizational commitment across rank of the respondents. Overall, the respondents showed that they are moderately committed (2.75) their affective commitment as the highest (2.82), and continuance as the lowest (2.54).

Table 4. Overall of Organization by Rank of Respondent

Category	Top and middle management			Rank and File			Contractual			All groups of respondents		
	N	\bar{x}	Qualitative Description	n	\bar{x}	Qualitative Description	n	\bar{x}	Qualitative Description	n	\bar{x}	Qualitative Description
1. Affective	17	2.82	Moderately committed	31	2.88	Moderately committed	109	2.93	Moderately committed	171	2.92	Moderately committed
2. Continuance	16	2.58	Moderately committed	30	2.48	Slightly committed	107	2.55	Moderately committed	167	2.54	Moderately committed
3. Normative	16	2.59	Moderately committed	32	2.69	Moderately committed	107	2.84	Moderately committed	170	2.78	Moderately committed
Composite Mean		2.66	Moderately committed		2.68	Moderately committed		2.77	Moderately committed		2.75	Moderately committed

Degree of correlation on the level of communication effectiveness and the three dimensions of organizational commitment, as follows:

Affective organizational commitment. Table 5 presents the correlation between the overall communication effectiveness and affective organizational commitment, where the unmediated and mediated categories reflected significant results. The implication of the results shows that the higher the level of communication effectiveness, the higher the affective organizational commitment.

Table 5. Correlation between Affective Organizational Commitment and Overall Communication Effectiveness

Communication method	n	r_s	Sig. (2-tailed)	Interpretation	Decision
<u>Unmediated</u>	161	.355**	.000	Sig.	Reject H_0
Face-to-face	160	.282**	.000	Sig.	Reject H_0
Word of mouth by colleagues	138	.401**	.000	Sig.	Reject H_0
<u>Mediated</u>	160	.218**	.006	Sig.	Reject H_0
SMS/Text messaging	146	.211*	.011	Sig.	Reject H_0
Telephone calls	129	.151	.088	Not Sig.	Failed to reject H_0
Memorandum	106	.201*	.038	Sig.	Reject H_0
Letter	132	.191*	.028	Sig.	Reject H_0
Informal note	123	.219*	.015	Sig.	Reject H_0
Emails	115	.152	.105	Not Sig.	Failed to reject H_0
Bulletin	122	.326**	.000	Sig.	Reject H_0
Voicemail	-	-	-	-	-

Note: * Memorandum was only asked for subordinates.

Continuance organizational commitment. Table 6 presents the correlation between continuance organizational commitment and overall communication effectiveness that yielded significant results in both the unmediated and mediated categories. This implies that the higher the levels of communication effectiveness, most likely that the continuance organizational commitment goes higher as well.

Table 6. Correlation between Continuance Organizational Commitment and Overall Communication Effectiveness

Communication method	N	r_s	Sig. (2-tailed)	Interpretation	Decision
<u>Mediated</u>	161	.355**	.000	<u>Significant</u>	<u>Reject H₀</u>
Face-to-face	160	.282**	.000	Significant	Reject H ₀
Word of mouth by colleagues	138	.401**	.000	Significant	Reject H ₀
<u>Unmediated</u>	160	.218**	.006	Significant	Reject H ₀
SMS/Text messaging	146	.211*	.011	Significant	Reject H ₀
Telephone calls	129	.151	.088	Not Sig.	Failed to reject H ₀
Memorandum	106	.201*	.038	Significant	Reject H ₀
Letter	132	.191*	.028	Significant	Reject H ₀
Informal note	123	.219*	.015	Significant	Reject H ₀
Emails	115	.152	.105	Not Sig.	Failed to reject H ₀
Bulletin	122	.326**	.000	Significant	Reject H ₀
Voicemail	-	-	-	-	-

Note: * Memorandum was only asked for subordinates.

Normative organizational commitment. Table 7 presents the correlation between the overall communication effectiveness and normative organizational commitment, where the unmediated and mediated categories yield a significant inverse correlation. It indicates that even if the level of communication effectiveness is high, the normative organizational commitment remains low.

Table 7. Correlation between Normative Organizational Commitment and Overall Communication Effectiveness

Communication method	N	r_s	Sig. (2-tailed)	Interpretation	Decision
<u>Unmediated</u>	164	-.172	.028	<u>Significant</u>	<u>Reject H_0</u>
Face-to-face	160	-0.141	.075	Not Sig.	Failed to reject H_0
Word of mouth by colleagues	141	-.245	.003	Significant	Reject H_0
<u>Mediated</u>	163	-.186	.017	Significant	Reject H_0
SMS/Text messaging	149	.190	.020	Significant	Reject H_0
Telephone calls	129	-.181	.040	Significant	Reject H_0
Memorandum	106	-.199	.041	Significant	Reject H_0
Letter	135	-.281	.001	Significant	Reject H_0
Informal note	124	-.353	.000	Significant	Reject H_0
Emails	115	-.321	.000	Significant	Reject H_0
Bulletin	123	-0.296	.001	Significant	Reject H_0
Voicemail	-	-	-	-	-

*Note: * Memorandum was only asked for subordinates.*

The uniqueness of the results can be attributed to the nature of employment of the top and middle management, rank and file, and contractual employees. The longevity of their service depends on their bids or non-bids for re-election in the top management case. On the rank-and-file, they have nothing to lose because they have the security of tenure. For the contractual, they are largely dependent on elected officials for their jobs.

CONCLUSION

Although proven repeatedly in research to be directly correlated, communication effectiveness and organizational commitment do not always directly correlate because, in the context of the study, term limit affects such.

Of the three dimensions of organizational commitment, only the affective and continuance commitment reveals a significant direct correlation with the level of communication effectiveness. This finding concurs with the previous research of Varona (1996) that proves that organizational communication and organizational commitment are two interrelated concepts, and organizational communication impacts organizational commitment.

On the other hand, inverse correlation is manifested in normative organizational commitment. The term limit of the elected officials has implications for the normative commitment of the employees. As some posts are co-terminus of the elected officials, and some have contractual and non-regular status, such employees are unlikely to create a normative bond or obligation to return any benefits they gain from the organization.

RECOMMENDATIONS

Following the conclusion of the study, the researcher recommends the following:

1. Maximize the utilization of the various communication methods, both mediated and unmediated. A need to emphasize the importance of mediated communication to support the unmediated form;
2. Reinforce the formal forms of communication since documentation is vital for an organization to operate effectively and efficiently. These safeguard measures to ensure the integrity of the organization;
3. Strengthen the reporting and feedback mechanisms, e.g., state of the municipality address, performance report;
4. Install consultative mechanisms to improve the downward, upward, and lateral communication in the organization;
5. Explore the conduct of a series of training on effective communication tailored fit to LGU context;
6. Revisit the vision, mission, goals, and objectives of the organization as well as the integration of core values so employees will have a sense of oneness and own the organization;
7. Conduct team-building activities among employees to enhance affective commitment, particularly on issues of loyalty and attachment; and,

8. Ensure value clarification or re-clarification to enlighten the employees about staying in the organization and developing a sense of wholehearted commitment.

REFERENCES CITED

- Andrews, P. H., & Baird Jr, J. E. (1989). *Communication for Business and the Professions*, Wm.C.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18. Retrieved from <https://bit.ly/2MVT11m>
- Allen, M. W. (1992). Communication and organizational commitment: Perceived organizational support as a mediating factor. *Communication Quarterly*, 40(4), 357-367. Retrieved from <https://bit.ly/2mqjYc5>
- Almaney, A. (1974). *Communication and the Systems Theory of Organization*. *Journal of Business Communication*, 12(1), 35–43. doi:10.1177/002194367401200106
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14, 20–39.
- Belliveau, M. A., O'Reilly III, C. A., & Wade, J. B. (1996). Social capital at the top: Effects of social similarity and status on CEO compensation. *Academy of management Journal*, 39(6), 1568-1593. Retrieved from <https://bit.ly/2ksqHlc>
- Burrell, G., & Morgan, G. (2017). *Sociological paradigms and organisational analysis: Elements of the sociology of corporate life*. Routledge.
- Burt, R. S. (1997). The contingent value of social capital. *Administrative science quarterly*, 339-365. Retrieved from <https://bit.ly/2kVrxXW>
- Chin, R. (1966). The utility of system models and developmental models. *Political Development and Social Change*, Wiley, New York, NY, 7-19.

- Chung, L. H., & Gibbons, P. T. (1997). Corporate entrepreneurship: The roles of ideology and social capital. *Group & Organization Management*, 22(1), 10-30. Retrieved from <https://bit.ly/2YI1lbp>
- Coleman, J. S. (1988). Social capital in the creation of human capital. *American journal of sociology*, 94, S95-S120. Retrieved from <https://bit.ly/2Uinw0a>
- Collins, N. L., & Miller, L. C. (1994). Self-disclosure and liking: A meta-analytic review. *Psychological Bulletin*, 116, 457–475.
- Daft, R.L. (2002), *Management*, 6th ed., Thomson South-Western, Mason, OH.
- Davis, K. (1973). The care and cultivation of the corporate grapevine. *Management Review*, 62(10), 53-55.
- De Nobile, J. (2017). Organisational communication and its relationships with job satisfaction and organisational commitment of primary school staff in Western Australia. *Educational Psychology*, 37(3), 380-398. Retrieved from <https://bit.ly/2muagpn>.
- Dewey, J. (1910). *How we think*. Boston. MA: DC Heath.
- Foy, N. (1994). *Empowering people at work*. Aldershot, UK: Gower.
- Fukuyama, F. (1995). *Trust: The Social Virtues and the Creation of Prosperity*. New York: Free Press. Retrieved from <https://bit.ly/2kXs8bs>
- Giles, H., & Coupland, N. (1991). *Language: Contexts and consequences*. Pacific Grove, CA: Brooks/Cole.
- Hall, R.H. (1991). *Organizations: Structures, processes, & outcomes*, (5th ed.). Englewood Cliffs, N.J.: Prentice Hall.
- Hirokawa, R. Y., & Rost, K. M. (1992). Effective group decision making in organizations: Field test of the vigilant interaction theory. *Management Communication Quarterly*, 5(3), 267-288. Retrieved from <https://bit.ly/2odP7ka>

- Hollingshead, A. B., Wittenbaum, G., Ancona, D. G., Jehn, K. A., Paulus, P. B., Hirokawa, R., ... & Peterson, R. (2005). A look at groups from the functional perspective. *THEORIES OF SMALL GROUPS*, MS Poole & AB Hollingshead, eds., Thousand Oaks, CA: Sage.
- Hoos, I. R. (1972). *Systems analysis in social policy: a critical review* (Vol. 19). University of California Press.
- Jackson, J. M. (1959). The organization and its communication problems. *Journal of communication*, 9(4), 158-167.
- Jo, S., & Shim, S. (2005). Paradigm shift of employee communication: The effect of management communication on trusting relationships. *Public Relations Review*, 31, 277–280. Retrieved from <https://bit.ly/2m42FNJ>
- Jo, S., & Shim, S. W. (2005). Paradigm shift of employee communication: The effect of management communication on trusting relationships. *Public relations review*, 31(2), 277-280.
- Johnson, B. M. (1977). *Communication: The process of organizing*. Boston: Allyn and Bacon.
- Johnson, R. A., Kast, F. E., & Rosenzweig, J. E. (1963). *The Theory and Management of Systems*. 2nd ed., New York, McGraw-Hill.
- Kanter, R. M. (1977). (1977a). *Men and women of the corporation*. New York: Basic Books.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (Vol. 2, p. 528). New York: Wiley. Retrieved from <https://bit.ly/35yY9Jq>
- Keyton, J. (2005), *Communication and Organizational Culture*, Sage, Thousand Oaks, CA.
- Leanna, C., and Van Burren H. (1999). Organizational Social Capital and Employment Practices. *Academy of Management Review*, 24(3), 538–555. Retrieved from <https://bit.ly/2kxfZdk>
- Levine, J. M., & Moreland, R. L. (1990). Progress in small group research. *Annual Review of Psychology*, 41, 585–634.

- Littlejohn, S. W., & Foss, K. A. (2009). *Encyclopedia of communication theory* (Vol. 1). Sage.
- Lukaszewski, J. (2006). Rethinking employee communication: A strategic analysis (No. 5). *Jim Lukaszewski Strategy*.
- Meyer, J.P., & Allen, N.J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations. *Journal of applied psychology*, 69(3), 372. Retrieved from <https://bit.ly/2lZZIDy>
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. doi:10.1016/1053-4822(91)90011-z. Retrieved from <https://bit.ly/2ksKssZ>
- Pennings, J., Lee, K., & Van Witteloostuijn, A. (1998). Human Capital, Social Capital, and Firm Dissolution. *Academy of Management Journal*, 41(4), 425–440. Retrieved from <https://bit.ly/2klI9Ch>
- Putnam, R. (1995). Bowling Alone: America's Declining Social Capital. *Journal of Democracy*, 10(January), 24–35.
- Rajhans, K. (2012). Effective organizational communication: A key to employee motivation and performance. *Interscience Management Review*, 2(2), 81-85. Retrieved from <https://bit.ly/2PdtxJ0>
- Rhee, Y., & Moon, B. (2009). Organizational culture and strategic communication practice: Testing the Competing Values Model (CVM) and Employee Communication Strategies (ECS) Model in Korea. *International Journal of Strategic Communication*, 3(1), 52–67. doi:10.1080/15531180802608386
- Rodwell, J. J., Kienzle, R., & Shadur, M. A. (1998). The relationship among work-related perceptions, employee attitudes, and employee performance: The integral role of communications. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 37(3–4), 277-293. Retrieved from <https://bit.ly/2m8fhDx>

- Saunders, M., Lewis, P., & Thornhill, A. (2012). Research methods for business students (6. utg.). *Harlow: Pearson*.
- Scott, William G. 1962. Human Relations in Management: A Behavioral Science Approach, Homewood, IL, Richard D. Irwin, p. 143. 12 Scott, William G., "Organization Theory: An Overview.
- Seiler, John A. 1967. Systems Analysis in Organization Behavior, Homewood, IL, Richard D. Irwin. p. 25.
- Smith, V. (1997). New forms of work organization. *Annual Review of Sociology*, 23, 315–339.
- Tabitha, M.W. (2015). An Analysis of Effectiveness of Employee Communication In Public Institutions in Nairobi: The Case of Teachers Service Commission. Retrieved from <https://bit.ly/2IDLvNt>
- Taylor, J. R., & Van Every, E. J. (2010). *The situated organization: Case studies in the pragmatics of communication research*. Routledge.
- Thornhill, A., Lewis, P., & Saunders, M. N. K. (1996). *The role of employee communication in achieving commitment and quality in higher education. Quality Assurance in Education*, 4(1), 12–20. doi:10.1108/09684889610107995. Retrieved from <https://bit.ly/2kVpza0>
- Varona, F. (1996). Relationship between communication satisfaction and organizational commitment in three Guatemalan organizations. *The Journal of Business Communication* (1973), 33(2), 111-140. Retrieved from <https://bit.ly/2IPEpYv>
- Waterman, R. H., & Peters, T. J. (1982). In search of excellence: Lessons from America's best-run companies (p. 360). New York: Harper & Row.
- Yousef, D. A. (2017). Organizational commitment, job satisfaction and attitudes toward organizational change: A study in the local government. *International Journal of Public Administration*, 40(1), 77-88.