

Organizational Communication Tools Utilized by the Employees of one Development Cooperative in the Philippines

Asia Pacific Journal of
Academic Research in Business
Administration

Vol. 2, No. 1, 73-83

April 2016

apjarba@lpubatangas.edu.ph

P-ISSN: 2467-6691

E-ISSN: 2467-5148

Maria Angelie I. Endaya and Maribeth G. Buenviaje

Business Administration Department, Graduate School, Lyceum of the Philippines University, Batangas City, Philippines
angelie.sidc@yahoo.com

Date Received: October 30, 2015; Date Revised: February 6, 2016

Abstract - *This study aimed to determine the frequency of using organizational communication tools and their effectiveness and analyze if there is significant relationship between respondents' profile and the effectiveness of these communication tools. It also determined the problems encountered in utilizing organizational communication tools. This study used descriptive method of research and employed simple random sampling in choosing the respondents. Findings show that majority of the employees was aged between 26-30 years old, female, rank and file employees, graduates of tertiary education and have been employed for 0-5 years. The most frequently used organizational communication tools were telephone/mobile phone, fax machine and text messaging, memorandums and reports, and small group meetings with immediate superiors while the most effective organizational communication tools used by the employees are telephone/mobile phone, small group meetings, staff meeting, memorandums and reports, and fax machine and text messaging with immediate supervisors. Educational attainment showed significant difference on the effectiveness of organizational communication tools. The problems that respondents sometimes encountered as to use of organizational communication tool include finding significant company information contained in the meeting point/cooperative; sending emails and browsing in the meeting point/cooperative server; remembering some information and announcement especially if the topic did not interest them; knowing significant company information contained in the meeting point/cooperative server; and having experienced "information overload" especially when viewing difficult and long reports. On the other hand, the respondents never found it difficult to understand messages over the phone.*

Keywords: *Communication, Organizational Communication Tool, Effectiveness*

INTRODUCTION

Most experts on organizations, management and leadership, assert that effective communications is the foundation for effectiveness in any type of organization. Communication plays an important role in knowledge management. It is used as means of any organization to establish effective coordination of activities between the members of organization. Employees are the organization's brain cells, and communication represents the nervous system that carries the information and shares the meaning to its vital parts of the organizational body.

Organizational communication is the process of exchanging messages through words, actions and symbols on a corporate levels, it is one of the most important aspects of effective organizational

performance. Successful internal communication (Javier & Buenviaje, 2015) is a key factor in organizations ability to create increasing financial performance indicators (Argenti, 2007). Internal operational communication occurs in conducting work within a business (Lesikar & Flatley, 2005).

Organizations persuade effective communication in order for the members of organization to achieve set aims, goals and clear vision. It has hierarchical structure, different department teams and expects employees to make decisions and take action in collaboration with other departments. In a study conducted by Denisova (2007), both management and employees should realize that communication is a very important part of business, especially in the company where the offices and divisions are far away

from each other and therefore should built a clear communication system for a company's better operations.

The overall purpose of the communication and the tools used in the communication is to established and moderate mutual beneficial understanding between the units in order for the organization to successfully achieve sets goals for the business (Gerson et al., 2007). Lee (2004) emphasized that the fundamental purpose of communication in an organization is to enable and energize employees to carry out its strategic intent. Clear message between two parties is a sign of a good communication and in order for the information to be transferred successfully to another person, the receiver, needs to know how to communicate in the modern age (Blundel, 2004). It include such task as alerting workers to production goals, scheduling meetings within and between the departments, planning how the company communicate with its customers and respond to their messages, and producing in-house informational material about policies and goals (O'hair, Friedrich, & Dixon, 2008).

Moreover, there are formal communication channels that follow the chain of command or organizational structure. Messages communicated on formal channels are viewed as official and are transmitted via one or more of the three different routes: vertical – upward or downward, horizontal and external. The success of the message may depend not only on the consistency of the codes but also on the selected channel (Hamilton, 2005). Computer-mediated communication influences virtually all behavior in the work environment. Email, voice mail, instant messaging, and facsimile (fax) machine have been common in the business world for more than a decades, the newest technology to impact the work environment is the smartphone, which is nearly as ubiquitous at work as standard cell phones are in our personal lives (Nelson & Quick, 2012).

It can also help new employees adapt to corporate culture, and creates mentoring opportunities and the potential for relationships and new collaborative efforts (Thompson, 2014). To improve personal communication in the workplace, you can use your voice as a communication tool by focusing on pronunciation, voice quality, pitch, volume, rate, and emphasis. In workplace conversation like group meeting, you should use correct names and titles, choose appropriate topic, avoid negative remarks listen and learn, and be willing to offer sincere specific praise. For business telephone, both traditional and wireless, planning an agenda,

identifying the purpose of call, being courteous and cheerful, and avoiding rambling can makes a productive telephone calls (Guffey & Du-Babcock, 2011). Letters are used to communicate formally with individuals and businesses outside the organization (Nelson & Quick, 2012). Memo is a formal document most businesses use to communicate (Hynes, 2005).

A good communication tool is needed to be employed in an organization to ensure that all business transactions will be efficiently and effectively communicated among personnel and managers whom they are to be processed. Effective communication is met when the receiver and the sender are in actual contact with messages sent and received the way it should be. Sorosoro Ibaba Development Cooperative (SIDC) just like any other organization is comprised of workers from the top management down to low management wherein they are given specific task and responsibility. These tasks and responsibilities need to be communicated and failure to effectively convey them would result to bad outcomes which would further result to the failure of the organization as a whole. Thus, every message to be conveyed must be effectively sent and received to come up with good consequences.

Sorosoro Ibaba Development Cooperative (SIDC) is a primary cooperative located in Batangas which expanded also in other provinces, such as Panay Island, Mindoro, Quezon, Laguna, Rizal, Bicol, Nueva Ecija and Tarlac. It employs 284 employees: 265 regular employees, 16 probationary employees and 3 commission-based employees. The business activities of the cooperative are feed milling, contract-growing, savings and loans, member-savings, coop mart operation, meat stalls, hog selling pen, artificial insemination center, rentals, piggery farm, cable television & internet, rice milling, meat shop, gas station, communal farm, water refilling station, resort, aqua culture and organic farming. (<http://www.sidcnet.com>).

The cooperative utilizes various organizational tools to convey relevant information within its employees. The complexity of the businesses and the competitive business environment sets higher pressure on both the management and employees, entailing them to give importance and focus on their organizational communication tools. In order to communicate with each other, SIDC employees utilize the following tools: small group meetings with immediate superiors, staff meetings with all the heads and supervisors, general assembly meetings, memos and reports, bulletin or notice boards, employees hand

book, telephone or mobile phone, electronic emails and meeting point which is a social office communication web. It is essential for organizations to determine if it practices and implements proper organizational communications strategies.

Problems on communication among employees and employers were evident on the failure to accomplish given tasks and responsibilities and more so reflective on the poor performances of the employees involved. SIDC employees encountered problems that include not all branches were simultaneously informed of the new set of standards for a given transaction. Most of them were late to know the latest update on the operations of the Cooperative. In addition, information were not fully disseminated from top management to rank and file employees and in furtherance, there was no clear cut policy regarding information dissemination.

In consideration of the abovementioned problems that involve communication in an organization, it was quite a huge challenge on the part of the proponent of this study to come up with proposed strategies and plans to improve communication among employees in SIDC and resolve identified problems with regards to utilization of different organizational communication tools in SIDC. The researcher, as current internal compliance staff of SIDC, wanted to identify the cause of miscommunication and non-communication among employees of SIDC. An understanding on the importance of communication in the organization and how well the employees interact using various communication tools in achieving and aligning the cooperative's goals and objectives, had helped the researcher identify problems easily and suggest solutions and recommendations on how to improve policies and processes of all SIDC branches. In effect, the management can continuously evaluate currently used tools and identify the best effective communication tools which can be useful as an input by policy maker and department heads to improve knowledge sharing through appropriate tools.

OBJECTIVES OF THE STUDY

This study aimed to identify the current organizational communication tools used by SIDC employees in propagating the cooperative's organizational goals and other internal information.

Specifically, it aimed to answer the following objectives: to describe the profile of SIDC employees in terms of age, gender, educational attainment, position classification, and length of service; to determine the frequency of using organizational

communication tools; to determine the effectiveness of various organizational communication tools; to analyze if there is significant relationship between respondents demographic profile variables and the effectiveness of various organizational communication tools; to determine the extent of experience as to problems encountered in utilizing organizational communication tools; and to develop an action plan improving the organizational communication tools employed by SIDC employee.

METHODS

Research Design

In this study, the researcher used descriptive method of research in utilizing the survey questionnaire for the employees of Sorosoro Ibara Development Cooperative. The method was chosen to determine the organizational communication tools utilized by SIDC employees and the problems associated using these communication tools. Thus, this method is deemed appropriate to present study since this involved assessment of prevailing condition.

Participants

Out of the 284 regular employees, 166 were chosen as samples of the study with a margin of error of 5%. The respondents were chosen based on their availability and convenience at the time of the study. Employees who were regularly attending their job were chosen and those who frequently took leave of absences were not considered to ensure the collection of data. Accordingly, the Statistician encouraged the researcher to take at least 50 percent of the population of the respondents to get a more precise data. A total of 166 represent 58.45% of the population. Simple random sampling was used in selecting the respondents to avoid bias.

Instrument

The researcher used a partly adopted questionnaire about organizational communication tools, its usage and effectiveness, and the problems encountered in using these tools. Also, an informal interview with the Department Heads and a survey questionnaire were used as a main data gathering instrument. The respondents were asked to rate a series of statements using a five-point Likert type scale. The questionnaire was divided into three parts:

The first part comprises of question that identify demographic profile of the respondent based on their gender, age, educational attainment, position level,

length of service and the frequency of using various organizational tools.

The second comprises of nine commonly-utilized organizational tools where the respondents were asked to rate the effectiveness of using these tools. The researcher used five word scales which are highly effective, effective, less effective, and not effective.

The third part consists of fifteen problems encountered by the employee utilizing organizational communication tools where the respondents were asked to rate the frequency of their experiences associated with the tools.

Procedure

The researcher sought books, journals, and internet files in accumulating related information that was used in creating the questionnaire while the problems encountered was partly adopted on the study of Ozaeta and An (2014). A pilot survey was conducted to few individuals in order to examine the validity of questions as well as receive comments about the questionnaire design, its layout and comprehensibility. Changes were made into the pilot survey according to the comments that will be received from the pilot respondents. Cronbach alpha result of .795 meant that the instrument formulated is reliable, thus indicating good internal consistency of the items in the scale.

A letter of request to conduct a study was sent to the department concerned. The researcher sought the assistance of the Human Resource Department staff of SIDC for the distribution of the questionnaire to the employees. One hundred sixty-six questionnaires were finally printed for the actual distribution to the respondents. They were given three days to answer the questionnaire based on their time availability and convenience. After three days, the questionnaires were collected, tallied, and interpreted.

Data Analysis

All data gathered were encoded, tallied and interpreted using different statistical tools. This includes frequency of distribution to identify the profile of the respondents according to age, gender, position level, educational attainment, and length of service and the weighted mean to know the organizational communication tools employed by SIDC employees and the frequencies and effectiveness of usage as well as the problems encountered in using communication tools.

To interpret the frequency usage of organizational tools the given scale was used: 3.5 – 4 Always (A);

2.5 – 3.49: Often (O); 1.5 – 2.49: Sometimes (S); 1 – 1.49 Never (N). On the other hand, to interpret the effectiveness of organizational tools used the given scale was used: 3.50 – 4.00 = Highly Effective (HE); 2.50 – 3.49 = Effective (E); 1.50 – 2.49 = Less Effective (LE); 1.00 – 1.49 = Not Effective (NE).

Analysis of Variance or ANOVA was used to test the significant difference on the effectiveness of various organizational communication tools when grouped according to their demographic profile.

Table 1. Percentage Distribution of the Respondents' Profile

Profile Variables	f	%	Ranking
Age			
15 - 25 years old	24	14.46	3
26 - 35 years old	95	57.23	1
36 - 45 years old	31	18.67	2
46 – 55 years old	14	8.43	4
56 years old and above	2	1.20	5
Gender			
Male	46	27.71	2
Female	120	72.29	1
Educational Attainment			
High School Level	2	1.20	4
College Level	150	90.36	1
Masteral Level	6	3.61	3
Vocational	8	4.82	2
Position Level			
Rank & File	140	84.34	1
Supervisory	20	12.05	2
Managerial	6	3.61	3
Length of Service			
0 – 5 years	95	57.23	1
5 – 10 years	35	21.08	2
11 – 15 years	18	10.84	3.5
16 years and above	18	10.84	3.5

Table 1 presents the frequency distribution of one hundred sixty-six respondents in terms of age, gender, educational level, position level, and length of service. It can be seen that majority of the respondents were aged between 26-35 years old which comprised 57.23 percent of the respondents or 95 out of 166. It is followed by 36-45 years old which is 18.67 percent or 31 out of 166 respondents, 15-25 years old which is 14.46 percent or 24 out of 166 respondents and 46-55 years old which is 8.43 percent or 14 out of 166 respondents ranking second, third and fourth respectively. The least among the age group were aged 56 years old and above which has 1.20 percent or 2 out of 166 respondents.

The Labor Code of the Philippines requires the age of majority as the minimum requirement in employing workers in a business establishment, industries and corporation. It provides that a corporation may set minimum standards as to the qualification of the employees to be hired as long as it will not be contrary to law. Studies show that majority of the companies prefer young workers as the latter are considered to be more vibrant, aggressive and enthusiastic. The Labor Law provides that employee has either optional or compulsory retirement as they reached 55 years. It may be reduced to 50 years based on the retirement plan of the companies. The law also provides that early retirement is encouraged as long as they rendered service for at least 10 years to avail of the retirement benefits. This justifies the fact that only few of the respondents were aged between 56- 60 years old.

In terms of gender, majority of respondents were female which consist of 72.29 percent or 120 out of 166 respondents, while there were 46 male respondents equivalent to 27.71 percent. The difference in gender representation can be attributed to the larger number of females being employed in SIDC. In an interview conducted by the researcher, most of the employees perform clerical function, and is mainly attributed to female employees. This kind of responsibility does not require too much masculinity and is best fitted to a female.

Majority of the respondents or 90.36 percent had finished college or tertiary education followed by 8 vocational graduate respondents or 4.82 percent ranking first and second respectively. Third in rank were respondents who had attained master’s degree with 6 responses equivalent to 4.82 percent and the least among the educational level group were the high school graduate respondents with 1.20 percent or 2 responses. This shows that SIDC gives importance on education, employing those individuals with college degree level who can contribute to the success of the cooperative.

The companies in the Philippines are given leeway in setting minimum qualifications for their employees provided they are not contrary to law, public policy, and public moral. The purpose of setting minimum requirement is to ensure that standards, rules, and regulations of the companies will be followed. Efficiency and effectiveness of the work performed is dependent on the theoretical foundations and skills employed by the employees. As observed, majority of the companies in the Philippines set College level as minimum educational requirement to

be hired as employee in the company. Only few of the companies where their job requires theoretical foundation hire workers who had just finished secondary education.

The distribution of respondents as to position reveals that 84.34 percent comprised rank and file employees followed by supervisors with 12.05 percent and managers with 3.61 percent.

The workforce of a company is mainly composed of rank and file employees. They do the legwork and render the primary needs of the company. Managers and supervisors are assigned to a group of employee based on their job description and functions being performed in the company. Usually, a proportionate number of managers and supervisors are set depending on the nature of job and work requires. It is also affected by the nature of the business

As to length of service, 57.23 percent or 95 respondents had stayed for 0-5 years. There were 21.08 percent or 35 respondents who has worked for 5-10 years in the cooperative while 10.84 percent or 8 respondents has rendered service for 11-15 years and the same number of respondents has worked for 6 years and above.

The main reason for a shorter period of length of service is the fast turn-over of employees attributed to the economic grounds. As observed, employees keep on eyeing better opportunities outside their work. They look for better compensation, better benefits, and other opportunities that may be extended to the employees and to their families. However, the respondents said during the interview that it did not mean that they receive low salaries and benefits but they were just open to better opportunities that other companies may offer to them.

Table 2. Frequency of Use of Organizational Communication Tools in SIDC

Organizational Communication Tools	WM	VI	Rank
1. Small group meetings with Immediate Superiors	3.04	O	4
2. Staff Meeting	2.69	O	7
3. Fax Machine/ Text Messages	3.24	O	2
4. Memo and Reports	3.08	O	3
5. Bulletin/ Notice Boards	3.00	O	5
6. Employee Handbook/Annual Report	2.46	S	8
7. Telephone/Mobile Phone	3.44	O	1
8. Electronic Mail (Emails)/Messenger	2.93	O	6
9. Meeting Point/Cooperative Server	2.42	S	9
Composite Mean	2.92	O	

Table 2 shows the mean responses of use on organizational communication tools by the

respondents. Respondents often used these communication tools in their work. Among the items enumerated, telephone/mobile phone ranked first with weighted mean score of 3.44, followed by fax machine/ text messages and memo and reports with mean scores of 3.24 and 3.08 respectively.

According to Guffey and Du-Babcock (2011), telephone communication is one of the most important forms of communication within the company. In fact, the use of telephone had been initially used as mean of communication within the offices and mean of communicating with business sectors and consumers. On the other hand, fax machines are a great option if it is a paper that cannot easily be sent through email. Using this is much faster than sending an item through the postal service. This is the medium used by SIDC employees when working on a deadline and need to ship a document to other branches quickly. Instead of paying the additional cost for express shipping, they can just fax it to the recipient. Meanwhile, text messaging is a good alternative in situations where phone calling is not appropriate. Employees used it because it is less expensive than placing a regular phone call or video call. Also this is much used during a meeting and the employee is not able to talk out loud. Texting provides a solution for sending quick messages without interrupting the speaker.

Having a complex operation, SIDC subscribed telephone line in every business operating units and set up local telephone lines on business units with more than one department. SIDC also issued mobile units to those employees whom need it most. This ranked as the number one communication tools used by employees due to its accessibility and Immediate response to contact one another and pass urgent messages whether to give information having an inquiry, and making business conversation internally or external transaction in all its branches.

The third most used communication tools by SIDC Employees are memos and reports. Memo information is harder to dispute than oral communication because the memo is evidence of what the writer said. When there is a dispute with regards to what policies or procedure to be done in a particular transaction or there is an event to happen, while reports usually identify key areas of strength and weakness in the company's management, a running record of the business's performance and guidance for the company's strategic priorities. SIDC employees, especially managers refer to the memo and report as the basis to resolve the conflict and as basis in achieving the cooperative's set goals. This also served

as a reference of the cooperative for the future as a way of maintaining memory clarity (Thibodeux, 2014).

On the other hand, employee's Handbook/Annual Report and Meeting Point/Cooperative Server were sometimes used which obtained the lowest mean score of 2.46 and 2.42 respectively. Employee handbook can impose certain standards of conduct or behavior on employees such as following a dress code, prohibit tardiness or absenteeism, and this may also provide employees a guide on what to avoid in order to not be fired. The cooperative uses these tools specially the HR department as the basis or guide in preparing memo to employee who do not follow cooperative ethical values. Moreover, annual reports are printed and given to all members once a year. All information with regards to cooperative's latest updates were included here, such as cooperative's mission and visions, financial statements and other information that cooperative achieved for the year.

The new channels today are related to social media and include channels such as "blogs, microblogging, wikis, social networking, podcasting, video and photo sharing and instant messenger as well as discussion forums". One example of it is the meeting point. Meeting point was first introduced in the cooperative last March, It is just like some other social media feature, which all the members will be updated on whatever cooperative activities has. It is exclusively made for the SIDC employees. This serves as the portal for the latest information and communication within the organization. All the memos, reports needed as well as policies and procedure can be accessed by the employees here which the concerned department or branches posted. This virtual environment needs access and internet connection to be navigated. Due to its trial period, only limited access was availed by the cooperative to test whether it will be useful as a best communication tool to use. This is the main reason why it has been the least communication tools used by the cooperative (Freidl & Vercic, 2006).

Table 3 illustrates the mean responses on the effectiveness of organizational communication tools in SIDC operation. The number one effective communication tool used by SIDC employees is the telephone/mobile phone which got a weighted mean of 3.35. Message and concern of the employees were transmitted immediately to a particular person and a quick feedback will be received for the information needed by the concerned employee.

Table 3. Effectiveness of Organizational Communication Tools in SIDC Operation

Organizational Communication Tools	WM	VI	Rank
1. Small group meetings with Immediate Superiors	3.34	E	2
2. Staff Meeting	3.23	E	3
3. Fax Machine/ Text Messages	3.18	E	5
4. Memo and Reports	3.19	E	4
5. Bulletin/ Notice Boards	3.04	E	7
6. Employee Handbook/Annual Report	2.87	E	8
7. Telephone/Mobile Phone	3.35	E	1
8. Electronic Mail (Emails)/Messenger	3.06	E	6
9. Meeting Point/Cooperative Server	2.80	E	9
Composite Mean	3.12	E	

Legend: 3.50 – 4.00 = Highly Effective; 2.50 – 3.49 = Effective; 1.50 – 2.49 = Less Effective; 1.00 – 1.49

Second effective communication tool used is the small group meetings with immediate superior with a mean score of 3.34. Every department and branch in the cooperative consists of staffs and a head. Monthly meeting with minutes were carried out. A recap for the problems encountered were discussed here and the solution as well as strategies done to solve it. Also, immediate superior gives an update on what’s the latest news or events by the cooperative.

Third in rank is the staff meeting as an effective communication tool with a mean score of 3.23. It helps new employees adapt to corporate culture, and creates mentoring opportunities and the potential for relationships and new collaborative efforts. Whenever there are problems that need an immediate solution in the operation of the cooperative, a staff meeting is set up. All the persons connected in the particular problem were invited together with the department head affected for the brainstorming of the best solution to be done. A budget review meeting is also done every quarter. This was attended by all department heads, reporting what is the latest happening on their assigned projects, the actual attainment versus the budgeted projected objective, the opportunities and threats encountered and all other concerns in which the projects is facing. With this, all projects and departments will be notified on what goes on in the overall projects of the cooperative. Thompson (2014), states that group meetings foster more communication between employees, particularly for those who telecommute or are regularly out of the office. This increase in communication can make it easier and more efficient to discuss ideas and plan

projects because everyone can pitch in at the same time.

Fourth in rank are the memos and reports with a mean score of 3.19. It has several uses for a manager, including communication groups, fixing responsibility, communicating with opponents, and communicating with inaccessible. These were used by all the cooperatives head as a means of inter-office correspondence. These were intended to be read and acted upon by branch managers, supervisors and all staff members as and when they are addressed to them. As Hynes (2005), affirms memo is an efficient, straightforward message that requires some strategic considerations in writing. The fax machines were proven to be effective in SIDC as it ranked as number five, when the transaction is being process from one branch to another.

Fifth in rank as the most effective communication tool used by SIDC is text messaging. This was used by employees in communicating instantly, just like the usual way we used it in communicating to others, and sending text message is a very cheap form of communication while giving a benefit of a quick, concise and an efficient manner.

Sixth in rank is the use of electronic emails as effective communication tool with a mean score of 3.06. Accordingly, not all employees were given a chance to have an internet access, only those who really need it for fast communication to other branches, such as managers, bookkeepers and others who have online transactions. Though limited access were given electronic mail, it has been a great tool in the exchanged of information needed by each departments and branches.

Seventh in rank is the use of bulletin and notice boards which keep the employees and the members abreast of events, opportunities and peer activities in the cooperative. Memos about events and opportunities within cooperative are posted to inform all employees as well as members. Every department and branches uses this kind of tool in informing employees and members for the latest updates which the cooperative is up to. It is usually placed on a conspicuous areas such as hall ways, near the cashier’s booth and on other places where it can be seen by all.

Eighth in rank is the Employee Handbook with a mean score of 2.87. It was first introduced in New Employee Orientation, where employees will be oriented on who is SIDC and what are the basic policies of the cooperatives. Policy manuals are important to organization because they established

policy guidelines and decision making and codes of conduct. Same as Annual report, it gives not only the member but the entire concerned person who wanted to know the cooperative well, since the annual report contains all the information as to financials, updates and plans. This was given yearly to all the member of the cooperative for giving information to what latest updates of the cooperative (Nelson & Quick, 2012).

Ninth in rank, the least effective communication tool is the meeting point with a mean score of 2.80. This tool is proven to be effective in information dissemination. The employees who have access here are responsible in keeping their branch or department updated in all the events and information posted. As discussed earlier, only limited access to internet was given to employees. Those with internet access were also given access to meeting point. The only reason why it became the least effective is because not all employees could access it easily.

Table 4. Difference of Responses on the Effectiveness of Organizational Communication Tools in SIDC When Grouped According to Profile Variables

Profile Variables	F-value	p-value
Age	2.116	0.081
Gender	1.879	0.063
Educational Attainment	3.098	0.028*
Position Level	1.761	0.175
Length of Service	2.216	0.088

Legend: *Significant at p-value <0.05

As seen from the result, only educational attainment shows significant difference on the effectiveness of organizational communication tolls in SIDC since the obtained p-value of 0.028 is less than 0.05 level of significance, thus the null hypothesis of no significant difference is rejected. On the other hand, other variables do not show significant difference which indicates that they have the same assessment. This implies that different employees who earned different degree have different assessment on the effectiveness of using the communication tools.

As observed, persons with good educational background and updated with the current trends and innovations on technology and communications are well verse with their usage and application. It is a lot easier for these persons to communicate and apply these changes in technology to their everyday living. In furtherance, the services they render are more effective and efficient as compared to those who are not knowledgeable with innovations and trends in

communication. The advancement in education also provides an opportunity to learn more as the curriculum is adaptive to the changes and needs of the society and the globe.

The fundamental purpose of communication in an organization is to enable and energize employees to carry out its strategic intent. It is essential for the organization to have the capability to quickly identify, send receive, and understand strategically relevant information. Also, when taking decision, the challenges on communication must be taken into consideration and communication must be organized so that it works effectively, this representing a part of the organization’s strategic priorities. Because communication is so important in business, businesses want and need people with good communication skills (Lee, 2004).

Table 5 summarizes the mean responses on the variables of the problems encountered in using communication tools of SIDC employees. The composite mean score of 1.75 shows that SIDC employees sometimes encountered problems using various communication tools.

First, it shows that respondents found it hard to know significant company information contained in the meeting point/cooperative server because they did not have access to it as evidenced by a mean score of 2.23. The main reason why this resulted is because not all employees are given access due to limited slots number given to every department and branches. Employees who have been chosen as meeting point administrator have the authority to manage the branch or project page and post significant information. They are responsible for information dissemination contained by the meeting point. When the administrator is absent, the posted information will then be read only on the day the employee will access again its accounts. This makes the department or branches late to know the latest significant information.

Second, the respondents found it hard to send emails and browse in the meeting point/cooperative server because the network crashed or the internet connection was poor as evidenced by a mean score of 2.14. Although emails have been proven to be fast and effective communication tool, its advantage cannot be achieved when internet connection is poor. This was sometimes experienced by employees who had internet access.

Another problem arises in having a poor internet connection is the navigation of meeting point.

Table 5. Problems Encountered using Identified Organizational Communication Tools

	Impact	WM	VI	Rank
1.	I find it difficult to remember some information and announcement especially if the topic does not interest me.	2.02	S	3
2.	Small group or general assembly meetings are often time consuming.	1.79	S	6
3.	I find it hard to participate in meetings because the physical location or meeting room is not conducive for communication.	1.65	S	11
4.	I find it hard to understand very technical topics being discussed at work.	1.76	S	8
5.	I find it hard to understand superiors and co-workers when they speak too quickly and too slowly.	1.75	S	9
6.	I am not aware of or late to know of some company information, announcements or news because a have limited access to written messages like memo, reports, employee handbooks or company publications.	1.78	S	7
7.	I experience "information overload" especially when viewing difficult and long reports.	1.83	S	5
8.	I find it difficult to understand the contents of the bulletin board because they are out of date and cluttered.	1.58	S	12
9.	I find it difficult to understand messages over the phone because I do not see them face to face.	1.33	N	14
10.	I find it hard to talk to people because the telephone or mobile lines usually crash, or are out-of-order/ no signal.	1.69	S	10
11.	I find it hard to send emails and browse in the meeting point/cooperative server because the network crashes or the internet connection is poor.	2.14	S	2
12.	I find it hard to know significant company information contained in the meeting point/cooperative server because I do not have access to it	2.23	S	1
13.	I find it hard to know significant company information contained in the meeting point/cooperative server because I do not know how to navigate it.	1.90	S	4
14.	Because sending email is easy, I tend to send spontaneous messages without reviewing its content or assessing its importance.	1.30	N	15
15.	There are too many emails I receive in a day that I find it hard to identify which among them demands immediate attention.	1.47	N	13
Composite Mean		1.75	S	

The link that had been posted on it or the page of different project or branches cannot be accessible immediately. This makes the employee not to give much effort on navigating it because saving time is really important for their task assigned.

Third, the respondents found it difficult to remember some information and announcement especially if the topic did not interest them as evidenced by a mean score of 2.02. The interest of the subject matter plays an important role in communication process. The meeting should include matters that will get the attention of the employees. They get bored when the topic of the meeting does not involve any of their interest.

Fourth, the respondents found it hard to know significant company information contained in the meeting point/cooperative server because they did not know how to navigate it. Meeting point was introduced to all managers and department head in the cooperative by giving a two-day Meeting Point Workshop. Here, the consultant conducted a seminar on how to use and navigate it but as discussed earlier,

poor internet connection is the main reason why the employees are not giving much effort using it. The purpose of having the meeting point is to remove the cooperative's headaches in addressing organizational problems and providing learning opportunities to all employees designing a virtual learning community. This purpose wouldn't be achieved if the employee assigned to maintain it does not know how to navigate it well.

Fifth, the respondents experienced "information overload" especially when viewing difficult and long reports as evidenced by a mean score of 1.83. Too much information was given to the employees without a recourse of prioritizing one from the other. This situation results to information overload which brings difficulty to the employees to communicate effectively.

On the other hand, the table presents the five least encountered problems as to use of organizational communication tool which are ranked eleventh to fifteenth.

Eleventh in rank, the respondents found it hard to participate in meetings because the physical location or meeting room was not conducive for communication as evidenced by a mean score of 1.65. Accordingly, environment or the workplace is an important factor to convey messages effectively. A good and conducive meeting place will facilitate communication and stress will be managed. This will prevent the occurrence of heated arguments and other differences.

Twelfth in rank, the respondents found it difficult to understand the contents of the bulletin board because they were out of date and cluttered as evidenced by a mean score of 1.58. Organization in the publication and notice should be observed especially if it becomes a routine for the employees to look on the board every time they get in and out of the company premise. The main purpose of organization of notice and publication is to avoid confusion.

Thirteenth in rank, the respondents receive too many electronic mails in a day that they found it hard to identify which among them demands immediate attention as evidenced by a mean score of 1.47. This problem, although encountered by the respondents, had actually not been met at all times. The responses only prove that they were able to manage to read and prioritize electronic mails being received in a day. In furtherance, this implies that this communication tool is widely used in the cooperative and employees were able to manage this effectively.

Fourteenth in rank, the respondents found it difficult to understand messages over the phone because they did not see them face to face as evidenced by a mean score of 1.33. Ranked fifteenth, the respondents found sending email easy and tend to send spontaneous messages without reviewing its content or assessing its importance with a mean score of 1.30. Respondents had never encountered problems with the abovementioned. As what Adler and Elmhorst (2010) stated, that technology is so quick and easy that it is prone to overuse: Your inbox can fill you with unimportant message, and you can go overboard in sending mails to others. This is disapproved by the employees of the cooperative. The result shows that they never had difficulties in sending spontaneous messages without reviewing its content or assessing its importance. Most of the employees are extra careful on sending messages specially when sending information to the department heads.

CONCLUSIONS AND RECOMMENDATION

Majority of the SIDC employees were between 26-30 years old, female, rank and file employees, graduates of tertiary education and have been employed for 0-5 years. The most frequently used organizational communication tool by the employees of SIDC are telephone/mobile phone, fax machine and text messaging, memoranda and reports, and small group meetings with immediate superiors. The most effective organizational communication tool employed by the employees of SIDC are telephone/mobile phone, small group meetings with immediate superiors, staff meeting, memoranda, reports, fax machine and text messaging. Educational attainment shows significant difference on the effectiveness of organizational communication tolls in SIDC.

The problems that respondents sometimes encountered as to use of organizational communication tool include knowing significant company information contained in the meeting point/cooperative server because they did not have access; sending emails and browsing in the meeting point/cooperative server because the network crashed or the internet connection was poor; remembering some information and announcement especially if the topic did not interest them; knowing significant company information contained in the meeting point/cooperative server because they did not know how to navigate it; and having experienced "information overload" especially when viewing difficult and long reports. On the other hand, the respondents never found it difficult to understand messages over the phone because they did not see them face to face and never found difficulty in sending; email easy and tending spontaneous messages without reviewing its content or assessing its importance

It is recommended that the Human Resource Department should maintain the minimum requirements as to age and educational qualifications in hiring employees. The Information and Communication Technology (ICT) Department together with the Human Resource Department should encourage employees to use other channels of communication and advise them not to rely on their frequently used communication techniques. Periodic assessment of the communication tool should be done by the Information and Communication Technology (ICT) Department.

REFERENCES

- Adler R. B. & Elmhorst J. M., (2010) *Communicating at Work: Principles and Practices for Business and the Professions.*, 10th Edition, McGraw-Hill Companies Inc, Singapore
- Argenti, P. A., (2007). *Corporate Communication.* 4th edition, International Edition, Singapore.
- Blundel, R., (2004). *Effective organizational communication: Perspectives, Principles and Practices.*, Second edition. Ashford Colour Press Ltd, Gosport.
- Denisova, T., (2007). *Internal Communication Problems in a Multinational Company: Lamor Group.* (http://www.theseus.fi/bitstream/handle/10024/1654/Denisova_Tatiana.pdf) Retrieved: August 17, 2013
- Gerson, M.S. & Gerson J.S. (2007). *Workplace Communication: Process and Product.* Pearson education Ltd.
- Guffey, M.E. and Du-Bobcock, B. (2011) *Essentials of Business Communication.*, 2nd Edition, Cengage Learning Asia Pte Ltd
- Hamilton, C.,(2005) *Communicating for Results: A Guide for Business and the Professions.* 7th Edition. Thomson Learning Inc.
- Hynes, E. G. (2005) *Managerial Communication: Strategies and Applications.* 3rd Edition, McGraw-Hill/Irwin.
- Javier, E. R. & Buenviaje, M. G. (2015). *Internal Communication Channels: Extent of Practices to Sustain a Well-Informed Academic Community.* *Asia Pacific Journal of Education, Arts and Sciences*, 2(1)
- Lee T.J. (2005) *The Twelve Dimensions of Strategic Internal Communication.* July 1, 2005
- Lesikar, R.V. & Flatley, M.E. (2005) *Basic Business Communication Skills for Empowering the Interest Generation.* 10th Edition, McGraw Hill/Irwin.
- Nelson, D.B. and Quick J.C., (2012) *Organizational Behavior.* Philippine Edition, Cengage Learning.
- Ozaeta, D. E. L., & An, I. L. (2014). *Use of Internal Communication Tools among AG&P Employees.* *Journal of Education and Literature*, 1(1), 20-30
- SIDC profile. (<http://www.sidc-coop.org/the-koops/about-sidc.html>). Retrieved: May 9, 2013
- Thompson, V. (2014), *Group Meeting Advantages & Disadvantages* (http://www.ehow.com/info_10014049_group-meeting-advantages-disadvantages.html) retrieved: November 14, 2014