



A Study on the Effectiveness of the Internal Organizational Communication Process of Alano & Sons Credit Corporation: Basis for Continuous development of Company Operations, Dipolog City, Philippines

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Abstract— This study aimed to assess the effectiveness of the internal communication process of Alano & Sons Credit Corporation during the calendar year 2019. This study used the descriptive research design with survey as the chosen data-gathering tool. The effectiveness of the communication process was measured using the components of effective communication. The respondents consisted of 171 regular employees of Alano and Sons Credit Corporation. Frequency counting, percentage, weighted mean, and ANOVA were used to answer the research problems and test the null hypothesis. The study found no significant differences on the level of effectiveness of communication process when employees are grouped in terms of sex, age, highest educational attainment, position, length of service, and area/office of assignment. The study also found that the employees see the overall communication process of Alano & Sons Credit Corporation as effective. This is consistent in all components namely, communicator, message, channel, feedback and environment. Furthermore, the evaluation on the effect of the barriers of communication present within the company found that the employees see them as having a significant effect.

Keywords— *Internal Organizational Communication Process, Barriers of Communication, Philippines.*

I. INTRODUCTION

Communication has always been at the heart of every organization, whether corporations, societal organizations, or communities. Without even realizing it, communication is the exact string that ties the actions of all the members of an organization to its goals and objectives. It is the primary channel in which the shared dreams of a group are made known to all of its members. Therefore, fulfilling organizational purposes heavily relies on whether it has been effectively communicated to all concerned individuals. As Northcutt (2009) has said, many of the problems that occur in an organization are the direct results of people failing to communicate or communicating ineffectively.

The need for effective communication is the same in all organizations, whether small local groups or multinational corporations. Thus, the question nowadays is not whether people communicate within an organization. The pertinent question is whether people are communicating effectively. Alano & Sons Credit Corporation (ASCC), throughout its 30 years in service, has experienced the need for finding more effective ways of communicating as it continually grows from a single office lending company in 1988 to its current 36 branches throughout the Mindanao and Visayas regions. The company has seen an evolution in its communication process from verbal to written and to the use of technological advantages.

As the company branched out to distant places such as Misamis Occidental, Negros, and Cebu, the

communication process has dramatically changed from direct communication to a complex branched-out structure. It changed from manager-subordinate close contact to a multi-tiered communication channel. As to the physical and technological tools, the company tried using an external messaging application such as Skype, which has now been replaced by applications that bring exclusivity of communication and privacy within the organization. In addition, the company is now using Spark, which is an instant messaging program that allows the employees to communicate with each other via chat in real-time, Zoiper which is a voice call application that utilizes internet connectivity to make the calls, and Zimbra, which is an email platform being used to send and receive emails. All memoranda, policies, and other communications are made thru these mediums.

Despite the technological tools being used, problems in communication still occur within the ASCC. This is evident in several audit findings in which it was found that the changes made to the policies and the new provisions communicated to concerned employees were not duly followed. One of the reasons was the unawareness or lack of knowledge of such changes or new provisions. During the area meetings that were done Alano and Sons Credit Corporation in 2017, the employees also aired their concerns regarding the lack of further communication about new policies, guidelines, and other information leading to confusion and different interpretations of this information. As recorded in the meeting minutes, employees have requested that this information be further explained rather than just sending them in black and white. This study on the effectiveness of the internal organizational communication process and for the continuous development of company operations are significant for it would help assess the present situation of the employees of Alano & Sons credit Corporation.

II. THEORETICAL/CONCEPTUAL FRAMEWORK

The study was grounded on Max Weber’s Theory of Bureaucracy in which he laid the ideals which an organization must aspire. In this theory, he enumerated the characteristics of a bureaucratic form of organization which includes a clearly defined hierarchy, division of labor, centralization of power and decision-making, closed system, establishment of rules, and the functioning of authority. In the bureaucratic theory, there must be formal communication wherein all rules, regulations, behaviors and decisions are recorded. Information is shared using a chain of command based on criterion and standard. These conditions create a more impersonal communication system.

In Frederick Taylor’s theory of Scientific Management, he is not concerned with the structure but with the relationship between the manager and employee and the control of the individual at work (Miller, 2012). In this theory, Taylor has given emphasis to the following: there is one best way to do every job; proper selection of workers; training workers; and inherent difference in managers and workers.

The classical communication theories mentioned above all view the components of communication in the same way. The content of communication or the message is about the task/s at hand. The direction of the communication flow is usually vertical as demonstrated in their hierarchical view of the organization. As to the channel of communication, all three theory favors written communication with Weber being the most explicit about it by advocating for the importance of rules and codifying it (Miller, 2012). Lastly, the style of communication is highly formal.

Conceptual Framework

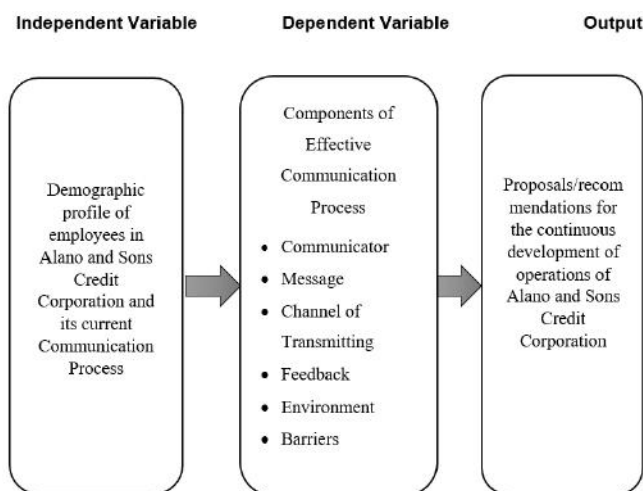


Fig.1. The Schematic Diagram of the Study

Statement of the Problem

This study aimed to assess the effectiveness of the internal communication process of Alano & Sons Credit Corporation during the calendar year 2019.

Specifically, the study aimed to answer the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1 sex;
 - 1.2 age;
 - 1.3 highest educational attainment;
 - 1.4 position;
 - 1.5 length of service; and
 - 1.6 area/office of assignment?
2. What is the perceived levels of effectiveness of ASCC's communication process as assessed by employees covering the components of effective communication in terms of:
 - 2.1 communicator;
 - 2.2 message;
 - 2.3 channel of transmitting;
 - 2.4 feedback; and
 - 2.5 environment?
3. What level of effect do the barriers of communication have on ASCC's communication process?
4. Is there a significant difference on the level of effectiveness of communication process when employees are grouped according to profile?

III. LITERATURE

Communication process is an integration of the upward, downward and horizontal types of communication. It utilizes downward communication as a way of disseminating policies, memoranda and other directives from the top management to the rank-and-file through middle management. It uses upward communication to send feedbacks from rank-and-file to the middle and top management. Lastly, ideas, information, sentiments and comments are being passed and shared among individuals on the same level using the horizontal type of communication.

Henry Fayol gave a detailed analysis and solution to communication problem. According to him, formal channels of communication in the organization cause the communication to be slow and distorted. If there are a number of channels and steps between the top management and the frontline managers, the information emanating for the frontline managers would become highly distorted when it reaches the top management. Therefore, according to Fayol, formal channels of communication in organizations

should not be followed in an organization but "gangplank" should be allowed. In the context of communication, gangplank, as used by Fayol refers to the ability of the members of the organization to bypass all formal channels of communication and use the plank to reach any level of authority in order to convey the information exactly as it is intended. In other words, it's the situation where anyone talks to anyone else without regard to status, position or rank.

The growing demand for the study of communication as a tool being used in the different areas of the workplace lead to multiple studies on the topic. As cited by Donaldson and Eyre (2000), several trends have emerged within the communication field in the past five years with internal communication being the fastest growing area of activity, with a growth rate between 25-30 percent. However, studies specific for the financial sector are still rare as pointed out by Horomia (2007) in which she said that the reason for her study is the "lack of academic research focusing on financial institutions". She further said that although a few financial organizations have been conducting studies on their own communication process, there is only small number of scholarly research available.

IV. METHODOLOGY

Research Method

This study used the descriptive type of research which is designed for the researchers to study existing conditions in the field that they have chosen. As cited by Calderon and Gonzalez (2007): Descriptive research describes and interprets what is. It is concerned with conditions of relationships that exist; practices that prevail; beliefs; processes that are going on; effects that are being felt, or trends that are developing. The process of descriptive research goes beyond mere gathering and tabulation of data. It involves the elements or interpretation of the meaning or significance of what is described. Thus description is often combined with comparison and contrast involving measurements, classifications, interpretation and evaluation.

Research Instrument

The data gathered included the profile of respondents (Area/Office Assignment, Position, Length of Service in Alano and Sons Credit Corporation, Age, Sex, Highest Educational Attainment) and the employees' views on ASCC's communication process using the components of effective communication.

Research Setting

The research environment for the study was Alano & Sons Credit Corporation (ASCC), a lending corporation

registered with SEC. The company was founded on August 8, 198. In 2004 the company opened branches in Cebu and Mandaue branches. The growth spurt of the company continued leading to the opening of more branches in Cebu province, Misamis Occidental, Zamboanga Peninsula, Negros and Siquijor Areas. At present, Alano & Sons Credit Corporation has 36 operating branches with 327 employees.

Research Respondents

The respondents of this study were the regular employees of Alano & Sons Credit Corporation coming from five (5) areas of the company and the Corporate Office currently employed as of the survey period January-February 2019. The total number of respondents was determined using the Formula used by Calmorin as presented below. Probationary employees were not included for they are still in the adjustment period.

The target population of the study comprised of three hundred twenty-seven (327) regular employees of the five (5) areas of the company and the corporate office. Using the scientific way of determining the sample size by Calmorin, one hundred seventy-one (171) were then obtained.

Electronic sampling by lottery method was used in taking respondents from each area of the company. The proportion was obtained by dividing 171 by 327 which yielded 0.523 rounded off to the nearest thousandths. The number of representatives from each area was then calculated by getting the product of the proportion and the number of regular employees per area of the company and the corporate office.

Research Instrument

In order to determine the effectiveness of the communication process of Alano & Sons Credit, the principal instrument was a questionnaire adapted from the study of Christine Zelter and Peoplepulse.com edited in accordance to applicability of the questions to ASCC environment. A profile sheet was added on the questionnaire for the determination of the respondent's profile.

The respondent's profile sheet included the general background of the employee which comprises of his/her Area/Office Assignment, Position, Length of Service in Alano and Sons Credit Corporation, Age, Sex, Highest Educational Attainment. The questionnaire itself contained questions regarding the components of effective communication which will be used to measure the effectiveness of communication which includes (1) Communicator, (2) Message, (3) Channel of Transmitting, (4) Feedback, (5) Environment of the Communication Process, (6) Barriers of Communication.

Statistical Treatment of Data

For the demographic profile of the respondents, the frequency was determined as well as the corresponding percentage. These data determined the respondents' area/office assignment, position, length of service, age, sex and highest educational attainment. In order to determine the effectiveness of the communication process of Alano & Sons Credit Corporation on each of the components of effective communication, the weighted mean was computed for each of the item under the different dimensions.

V. RESULTS AND DISCUSSION

Table 2. Demographic Profile of the Employees of ASCC

Sex	Frequency	Percent
Female	104	60.82
Male	67	39.18
Total	171	100.00

Age	Frequency	Percent
20 to 29 years old	99	57.89
30 to 39 years old	55	32.16
40 to 49 years old	15	8.77
50 years old & above	2	1.17
Total	171	100.00

Highest Educational Attainment	Frequency	Percent
College Graduate	141	82.46
College Graduate w/ MA, MBA, MPA Units	19	11.11
MA, MBA, MPA Graduate	10	5.85
MA, MBA, MPA Graduate w/ Doctoral Units	0	0.00
Doctoral Degree Graduate	1	0.58
Total	171	100.00
Position	Frequency	Percent
Branch Personnel	107	62.57
Branch Manager	27	15.79
Area Manager	3	1.75
Department Personnel	29	16.96
Department Manager	5	2.92
Total	171	100.00
Length of Service	Frequency	Percent
1 – 5 years	90	52.63
6 – 10 years	36	21.05
11 – 15 years	28	16.37
Above 15 years	17	9.94
Total	171	100.00
Area of Assignment	Frequency	Percent
Corporate Office	19	11.11
ZP Area	40	23.39
MZ Area	36	21.05
Cebu Area	37	21.64
NS Area	24	14.04
ML Area	15	8.77
Total	171	100.00

Table 2 presents the demographic profile of the respondents.

In terms of sex shows that 104 or 60.82 percent are female while 67 or 39.18 percent are male. This variable is deemed important because differences in gender spell differences in behavior and expression, thus how male and female employees express thoughts and concerns may differ (García-González, Forcén, & Jimenez-Sanchez, 2019). Celicious (2018), stated that an employee's gender can illustrate differences in perception related to organizational structure, problem solving style and view of work-related

conflict. Also, a difference in individual working style is notable.

Demographic profile of the employees of ASCC in terms of age. As shown in the table, 99 or 57.89 percent of the employees are within 20 to 29 age bracket, 55 or 32.16 percent are in the 30 to 39 age bracket, 15 or 8.77 percent are in the 40 to 49 age bracket and only 2 or 1.17 percent are in the 50 and above age bracket. This finding implies that majority of the employees of ASCC are in the 20 to 29 age bracket who are still young and can perform well in their respective work assignment. The difference on the age may

have an effect on the perception of the respondents as demonstrated in the study conducted by Suthers (2017) wherein different age brackets have different preferences over communication channels.

Another variable considered in this study is the highest educational attainment. As depicted in table 4, 141 or 82.46 percent of the respondents are college graduates, 19 or 11.11 percent earned units for master's degree, 10 or 5.85 percent obtained master's degree, and only 1 or 0.58% graduated doctorate degree. This finding implies that majority of the respondents have not yet enrolled in the graduate studies. Differences in the educational level of respondents may play a significant role in their perception of the company's communication process as found in the study of Aidoo (2012) where the preference for email as means of communication versus the preference of non-managers for verbal communication "could however be because of the differences in their level of education".

In terms of position, table 5 showed that 107 or 62.57 percent are branch personnel, 27 or 15.79 are branch managers, 3 or 1.75 percent are area managers, 29 or 16.96 percent are department personnel, and 5 or 2.92 percent are department managers. This finding shows that majority of the respondents are branch personnel. This is due to the nature and structure of the business organization. The significance of position is given emphasis on the study of Aidoo (2012) which stated that "a variety of practices exist for communicating internally but the choice utilized depends on the position". The study further stated that "managers are biased towards written forms of

communication like emails and memos while non-managers and other skilled workers preferred verbal communication".

Demographic profile of respondents in terms of length of service. As presented in the table, 90 or 52.63 percent are in the ASCC for 1-5 years, 36 or 21.05 percent under 6-10 years, 28 or 16.37 percent under 11-15 years, and 17 or 9.94 percent are 15 years and above. This finding implies that majority of the respondents are new in ASCC and they are still very active and loyal to the company. It is important to evaluate the effectiveness of communication process in terms of length of service as this may have an effect on their perception towards the company's processes. As the study of Hamer (2005) has found, employees who have been serving the company for a longer period of time had a more negative perception of their internal communication.

The last variable considered in the study is the area/office assignment of respondents. As depicted in the table, 19 or 11.11 percent are in corporate office, 40 or 23.39 percent are in ZP Area, 36 or 21.05 percent are in MZ area, 37 or 21.64 percent are in Cebu area, 24 or 14.04 percent are in NS area, and 15 or 8.77 percent are in ML area. This distribution of assignment is due to the nature and size of the area operation. As the researcher observed while working in ASCC, it is necessary to evaluate the communication process as to areas of assignment because of some differences in structure, geographical location, number of people involved in the communication in each of the areas and area operations policies.

Table 3. Level of effectiveness on ASCC Communication Process as Assessed by the Employees Covering Effective Communication (Communicator)

Communicator (sender and receiver)	Mean	Description
1. Sender's knowledge on the subject of the communication	3.93	Effective
2. Sender's ability to express clear and complete message	3.93	Effective
3. Sender's ability to use facts and figures and avoid abstract ideas	3.90	Effective
4. Sender's empathy or consideration shown to the intended receiver	3.77	Effective
5. Sender's willingness to receive feedbacks	3.87	Effective
6. Receiver's ability to decode and understand the message	3.90	Effective
7. Receiver's openness to accept the message	4.16	Effective
8. When source of information is the manager/immediate head	4.13	Effective
9. When source of information is co-worker	3.88	Effective
10. Degree of comfort in sharing information with his/her manager or immediate superior	3.96	Effective
Overall Mean	3.93	Effective

Table 3 shows the level of effectiveness on ASCC communication process as assessed by the respondents covering effective communication (communicator). As shown in the table, the respondents rated all items as effective. Item 7 “Receiver’s openness to accept the message” obtained the highest weighted mean of 4.16 and described as effective. While item 4 “Sender’s empathy or consideration shown to the intended receiver” obtained the lowest weighted mean of 3.77 but still described as effective. The overall mean is 3.93 and is described as effective. This finding implies that the ASCC communication process (communicator) is effective. This relates to the study of Human (2008) where the management never discuss the vision, values, culture and work

procedures thus not putting an effort to obtain employees’ involvement and commitment to the organization. This further implies that employees view senders’ ability to create and communicate the message to them is effective and that the sender’s orientation in receiving this message is effective as well. However, to continually develop ASCC’s communication process in terms of the persons involved in the process, there is a need for the senders of the message to show more empathy towards the persons who will be receiving the message especially for the top management from which most of the policies, memoranda and directives come from. In addition, they must practice the willingness to receive feedback from the people they communicate with.

Table 4. Level of effectiveness on ASCC Communication Process as Assessed by the Employees Covering Effective Communication (Message/Content of Communication)

Message/Content of Communication	Mean	Description
1. Amount of information contained in the memoranda, policies, and other forms of communication	3.99	Effective
2. Accuracy of information communicated	3.94	Effective
3. Words or expressions used in the communication	4.00	Effective
4. Use of specific ideas to avoid vague statements	3.93	Effective
5. Timing of communication	3.80	Effective
6. Reliability of information	4.08	Effective
7. Measures implemented to ensure that the information is true and precise	4.04	Effective
8. Measures imposed to avoid conflicting statements	3.87	Effective
9. Precautions made to avoid sending filtered and distorted information	3.90	Effective
10. Clearness of the intent or purpose of the communication	4.01	Effective
Overall Mean	3.96	Effective

Table 4 presents the level of effectiveness on ASCC communication process as assessed by the respondents covering effective communication (message/content of communication). As presented in the table, the respondents rated all items as effective. Item 6 “Reliability of information” obtained the highest weighted mean of 4.08 and described as effective. Item 5 “Timing of communication” obtained the lowest weighted mean of 3.80 but still described as effective. The overall mean is 3.96 and is described as effective. This finding means that the ASCC’s communication process (message/content of communication) is effective. The employees generally view

the information being sent within ASCC as reliable, clear in its intentions, true and precise. These findings relate to the results of the study of Suthers (2017) where employees’ preference on face-to-face communication is due to that fact that it lessens the distortion of information being passed to them. However, to continually develop ASCC’ communication process, there is a need to put emphasis on improving the timing of communication, avoiding conflicts and grey areas in the statements that are being communicated and lessen if not eliminate the distortion of information.

Table 5. Level of effectiveness on ASCC Communication Process as Assessed by the Employees Covering Effective Communication (Channel of Transmitting Communication)

Channel of Transmitting Communication	Mean	Description
1. Zimbra Email	4.07	Effective
2. Company Website	3.51	Effective
3. Spark Messenger	3.56	Effective
4. Employees' Private FB Page (ASCC Buddies)	3.41	Effective
5. ASCC Official FB Fan Page	3.45	Effective
6. Memorandums and Policies	4.15	Effective
7. Telephone/Mobile Phones	4.08	Effective
8. Managers/Immediate Head	4.17	Effective
9. Co-workers	3.99	Effective
10. Regular Meetings and small meetings	4.22	Highly Effective
Overall Mean	3.86	Effective

Table 5 depicts the level of effectiveness on ASCC communication process as assessed by the respondents covering effective communication (channel of transmitting communication). As depicted in the table, the respondents rated 9 items as effective. Item 10 "Regular Meetings and small meetings" obtained the highest weighted mean of 4.22 and described as highly effective. Item 4 "Employees' Private FB Page (ASCC Buddies)" obtained the lowest weighted mean of 3.41 but still described as effective. The overall mean is 3.86 and is described as effective. This means that the ASCC communication process (channel of transmitting communication) is effective. Face-to-face channel of communication in the form of meetings was

highly viewed by employees as the most effective channel within ASCC. This finding is supported by Zivruble (2015) which states that Meetings/face-to-face communication are the most effective and appreciated channels of internal communication, as they provide the possibility to interact during the communication, as well create the reciprocal link between the participants of the conversation. On the other hand, channels utilizing social media such as ASCC's official Fan page and employees' private Facebook page are deemed the least effective. This may have something to do with employees' differences in their view, opinions and degree of usage of social media. Some employees use social media more or less often than others.

Table 6. Level of effectiveness on ASCC Communication Process as Assessed by the Employees Covering Effective Communication (Feedback)

Feedback	Mean	Description
1. Degree of attention given by the management on employee feedbacks	3.77	Effective
2. Consideration and incorporation of employee feedback on significant issues	3.69	Effective
3. Frequency of passing feedbacks from employees to the management	3.73	Effective
4. Frequency of passing ideas from employees to the top management	3.67	Effective
5. Feedback channels available	3.69	Effective
Overall Mean	3.71	Effective

Table 6 indicates the level of effectiveness on ASCC communication process as assessed by the respondents covering effective communication (feedback). As indicated in the table, the respondents rated all items as effective. Item 1 "Degree of attention given by the management on employee feedbacks" obtained the highest

weighted mean of 3.77 and is described as effective. Item 4 "Frequency of passing ideas from employees to the top management" obtained the lowest weighted mean of 3.67 but still described as effective. The overall mean is 3.71 and is described as effective. This finding implies that the ASCC communication process (feedback) is still effective

although it has a low weighted mean. This further implies that the feedback system of ASCC needs further improvement being on the lower end of the effectivity scale. ASCC must aim to pass ideas from employees to top management more frequently, impose more feedback channels and incorporate employees' feedback on issues that matter. This finding relates the findings of Human (2008) where there is only the existence of a downward

communication and the absence of a feedback system resulting to lack of commitment and in the study of McMahon (2014) where the ineffective feedback system leads to the personnel's message to get "muffled" upon reaching the higher management. Ineffective feedback system is also attributed to lack of effective communication creating a negative attitude among colleagues as found in the study of (Albalawi, & Nadeem, 2019).

Table 7. Level of effectiveness on ASCC Communication Process as Assessed by the Employees Covering Effective Communication (Environment of Communication)

Environment of Communication	Mean	Description
1. Relay of information during indoor meetings	4.03	Effective
2. Relay of information during operational hours at the receivers' individual work desks	3.91	Effective
3. Relay of information through digital channels (i.e. email, group chats, group messages)	3.81	Effective
4. Relay of information/feedbacks during performance evaluations	4.01	Effective
5. Relay of information thru open forums	3.91	Effective
Overall Mean	3.93	Effective

Table 7 shows the level of effectiveness on ASCC communication process as assessed by the respondents covering effective communication (environment of communication). As shown in the table, the respondents rated all item as effective. Item 1 "Relay of information during indoor meetings" obtained the highest weighted mean of 4.03 and is described as effective. Item 3 "Relay of information through digital channels (i.e. email, group chats, group messages)" obtained the lowest weighted mean of 3.81 but still described as effective. The overall mean is 3.93 which is described as effective. This finding means that the ASCC communication process (environment of

communication) is effective. Employees view the environment of communication as conducive for passing important information in the daily operations of the company. The view indoor meetings as the best environment to pass on information and give feedback while digital channels are viewed are the least effective setting for passing information and feedback. This result relates to the findings of Zivrbule (2015) where it was found that meetings/face-to-face communication are the most effective channel and in the study of McMahon (2014) where the respondents found that technological communication was too anonymous.

Table 8. Summary of the Level of Effectiveness on ASCC Communication Process As Assessed by the Employees Covering Effective Communication

	Mean	Description
A. Communicator (sender and receiver)	3.93	Effective
B. Message/Content of Communication	3.96	Effective
C. Channel of Transmitting Communication	3.86	Effective
D. Feedback	3.71	Effective
E. Environment of Communication	3.93	Effective
Overall Mean	3.88	Effective

Table 8 tabulates the summary of the level of effectiveness on ASCC communication process as assessed by the employees covering effective communication. As tabulated,

the respondents rated all communication process as effective. "Message/Content of Communication obtained the highest mean of 3.96 which is described as effective.

“Feedback” obtained the lowest mean of 3.71 and still described as effective. This finding indicates that ASCC management should take into consideration “feedback” as a priority to further improve its organizational communication process. This finding relates the findings of Human (2008) where there is only the existence of a downward communication and the absence of a feedback

system resulting to lack of commitment and in the study of McMahon (2014) where the ineffective feedback system leads to the personnel’s message to get “muffled” upon reaching the higher management. Ineffective feedback system is also attributed to lack of effective communication creating a negative attitude among colleagues as found in the study of Mwambembula (2013).

Table 9. Level of Effect of Barriers of Communication on ASCC’s Communication Process

Barriers of Communication	Mean	Description
1. Differences in the interpretation of the message	3.70	Significant
2. Blocking out new information that is in conflict with the receiver’s beliefs/opinions	3.58	Significant
3. Passing judgment to the message before receiving the entire communication	3.63	Significant
4. The receiver’s faith in the credibility of the source of information/communication	3.76	Significant
5. Manipulation of information	3.77	Significant
6. Words and expressions understandable only to a few people	3.72	Significant
7. Difference in ranks and statuses	3.43	Significant
8. Time Pressures	3.76	Significant
9. Communication Overload	3.88	Significant
10. Lack of interest towards the message or communication	3.80	Significant
Overall Mean	3.70	Significant

Table 9 presents the level of effect of barriers of communication on ASCC’s communication process. As presented in the table, the respondents viewed that all items have significant effect on the company communication process. Item 9 “Communication Overload” obtained the highest weighted mean of 3.88 which is described as significant. Item 7 “Difference in ranks and statuses” obtained the lowest weighted mean of 3.43 which is still described as significant. The overall mean is 3.70 and still described as significant. This finding implies that barriers of communication have significant effect to ASCC communication process. Thus, the management should take into consideration these barriers of communication to further improve the communication process of the company. The barriers that need to be addressed most are communication overload and lack of interest towards the message as they are found to have the most significant effect among the barriers. This finding relates the finding of Haroon and Malik (2018) which states that organizational communication has a significant effect on the organizational performance in the universities where the study was conducted. The organizational performance improves subsequently when organizational communication performs

well. It was found that organizational communication and organizational performance of the universities studied are interrelated.

This finding further relates the study conducted by Beauty Mwambembule of the Open University of Tanzania in 2013, she investigated the factors hindering effective communication between top management and employees of Ilala Municipality in Dar es Salaam. Using questionnaires, documentary review and structured interviews, the employees said that meeting is not a commonly used method of communication in the municipality and that there are no regular meetings being held leading to failure in learning how to work together and manage conflict. The absence of meetings becomes a barrier to effective communication between staff and management. There is also the lack of landline in the offices which accounts for the delay of information, incomplete message and poor results and feedback. In terms of the communicator, it was established that the interviewed persons lack communication skills thereby affecting their relationships with people. Both the management and staff showed negative attitudes towards each other.

Table 10. Test of Difference on the Level of Effectiveness of the Communication Process when employees are grouped in terms of Sex

Sources of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Sum of Squares (MSS)	Computed F Value	Critical F Value	Decision
Between Groups	0.159	1	0.159	4.002	3.963 @ 0.05 level of significance	Reject Ho
Within Groups	3.092	78	0.040			

Table 10 depicts the test of difference on the level of effectiveness of the communication process when respondents are grouped in terms of sex using Analysis of Variance (ANOVA) or F-test. As depicted in the table, the computed F value is 4.002 which exceeded the critical F value of 3.963 @ 0.05 level of significance. This means that there exists a significant difference in the level of effectiveness of the communication process in ASCC when respondents are grouped in terms of sex. This finding

implies that how male and female respondents perceived the level of effectiveness of the communication process of ASCC significantly differ. Thus, the null hypothesis is rejected. This result is consistent with that of the study of Joumah (2017) where it was stated that the participants' perception parallels many international researchers' perspectives who admitted the existence of gender-based communication idiosyncrasies.

Table 11. Test of Difference on the Level of Effectiveness of the Communication Process when employees are grouped in terms of Age

Sources of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Sum of Squares (MSS)	Computed F Value	Critical F Value	Decision
Between Groups	3.030	3	1.010	10.652	2.663 @ 0.05 level of significance	Reject Ho
Within Groups	14.790	156	0.095			

Table 11 presents the test of difference on the level of effectiveness of the communication process when respondents are grouped in terms of age using Analysis of Variance (ANOVA) or F-test. As presented in the table, the computed F value is 10.652 which exceeded very much the critical F value of 2.663 @ 0.05 level of significance. This means that there exists a significant difference in the level of effectiveness of the communication process in ASCC

when respondents are grouped in terms of age. This finding indicates that how respondents of different age bracket perceived the level of effectiveness of the communication process of ASCC significantly differ. Thus, the null hypothesis is rejected. This relates to the findings of Suthers (2012) where it was found that respondents differed in their responses to the questions based upon their age.

Table 12. Test of Difference on the Level of Effectiveness of the Communication Process when employees are grouped in terms of Highest Educational Attainment

Sources of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Sum of Squares (MSS)	Computed F Value	Critical F Value	Decision
Between Groups	18.680	4	4.670	21.011	2.418 @ 0.05 level of significance	Reject Ho
Within Groups	43.341	195	0.222			

Table 12 shows the test of difference on the level of effectiveness of the communication process when respondents are grouped in terms of highest educational attainment using Analysis of Variance (ANOVA) or F-test. As shown in the table, the computed F value is 21.011 which exceeded very much the critical F value of 2.418 @ 0.05 level of significance. This means that there exists a significant difference in the level of effectiveness of the communication process in ASCC when

respondents are grouped in terms of highest educational attainment. This finding indicates that how respondents of different educational attainment perceived the level of effectiveness of the communication process of ASCC significantly differ. Thus, the null hypothesis is rejected. This relates to the findings of Aidoo (2012) where it was found that preference over communication practice depends on position and level of education of the sender.

Table 13. Test of Difference on the Level of Effectiveness of the Communication Process when employees are grouped in terms of Position

Sources of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Sum of Squares (MSS)	Computed F Value	Critical F Value	Decision
Between Groups	3.785	4	0.946	10.981	2.418 @ 0.05 level of significance	Reject Ho
Within Groups	16.804	195	0.086			

Table 13 depicts the test of difference on the level of effectiveness of the communication process when respondents are grouped in terms of position using Analysis of Variance (ANOVA) or F-test. As depicted in the table, the computed F value is 10.981 which exceeded very much the critical F value of 2.418 @ 0.05 level of significance. This means that there exists a significant difference in the level of effectiveness of the communication process in

ASCC when respondents are grouped in terms of position. This finding indicates that how respondents of different positions perceived the level of effectiveness of the communication process of ASCC significantly differ. Thus, the null hypothesis is rejected. This again echoes the findings of Aidoo (2012) regarding the communication preferences based on position and level of education.

Table 14. Test of Difference on the Level of Effectiveness of the Communication Process when employees are grouped in terms of Length of Service

Sources of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Sum of Squares (MSS)	Computed F Value	Critical F Value	Decision
Between Groups	2.093	3	0.698	11.680	2.663 @ 0.05 level of significance	Reject Ho
Within Groups	9.316	156	0.060			

Table 14 presents the test of difference on the level of effectiveness of the communication process when respondents are grouped in terms of length of service using Analysis of Variance (ANOVA) or F-test. As presented in the table, the computed F value is 11.680 which exceeded very much the critical F value of 2.663 @ 0.05 level of significance. This means that there exists a significant difference in the level of effectiveness of the communication process in ASCC when respondents are

grouped in terms of length of service. This finding indicates that how respondents of different years of service perceived the level of effectiveness of the communication process of ASCC significantly differ. Thus, the null hypothesis is rejected. This plays in contrast with the study of Suthers (2017) where there is no significant difference between the responses when respondent are grouped according to experience. However such can be attributed to the small number of respondents in the study.

Table 15. Test of Difference on the Level of Effectiveness of the Communication Process when employees are grouped in terms of Area/Office Assignment

Sources of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Sum of Squares (MSS)	Computed F Value	Critical F Value	Decision
Between Groups	1.989	5	0.398	7.513	2.253 @ 0.05 level of significance	Reject Ho
Within Groups	12.391	234	0.053			

Table 15 shows the test of difference on the level of effectiveness of the communication process when respondents are grouped in terms of area/office assignment using Analysis of Variance (ANOVA) or F-test. As shown in the table, the computed F value is 7.513 which exceeded very much the critical F value of 2.253 @ 0.05 level of significance. This means that there exists a significant difference in the level of effectiveness of the communication process in ASCC when respondents are grouped in terms of area/office assignment. This finding indicates that how respondents of different area/office assignments perceived the level of effectiveness of the communication process of ASCC significantly differed. Thus, the null hypothesis is rejected. In addition, this finding demonstrates the importance of evaluating communication effectiveness based on areas of assignment because of the perceived differences in structure, geographical location, and the number of people involved in the communication in each of the areas and area operations policies.

VI. CONCLUSIONS

The study concludes that the ASCC employees polled have a strong awareness of the internal organizational communication process and the barrier communication. They have an effective communication process along with communication (sender and receiver), message/content communication, the channel of transmitting communication, feedback, and environmental communication. However, in their respective works,

employees are affected by barrier communication in the internal organizational communication process. Those affected by barrier communication have a poor level process of communication in the performance of duty. Those unaffected by barrier communication have a high level process of communication in the performance of duty.

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