

## **Social Glue: Traversing the Extent of Communication Channels and Its Effectivity in an Organization as Perceived by the Public University's Stakeholders**

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### **Abstract**

Due to the fact that it has a direct impact on the organization's effectiveness and success, the communication climate in a firm is vitally significant. As assessed by stakeholders in the Cagayan State University system, the extent to which communication channels are used and their effectiveness in an organization is the subject of this study. In this study, the researcher employed a quantitative approach. A descriptive-correlational strategy was used in this study, to be more specific. Findings would confirm that meetings result in choices being made more swiftly and employees being more active, particularly when it comes to addressing difficulties, problems, and concerns, as well as directing everyone toward the correct aim.... Moreover, meetings are the primary means by which critical organizational resources are pooled together in order to improve the efficiency, effectiveness, and productivity of employees in the workplace. Additionally, it implies that the channels of communication that the organization usually employs are likewise considered to be "very effective." A communication route might include anything from meetings to reports to special directives to memorandums. A contributing factor to their perceived effectiveness may be the fact that these communication channels are frequently used to transmit information between and among stakeholders at the university.

**Keywords:** social glue, communication channels, extent of use, effectivity, success of organization

### **Introduction**

The communication climate in a company is extremely important since it has a direct impact on the effectiveness and success of the organization. Depending on the institution, the communication climate can have an impact on how the atmosphere in the organization is perceived, and whether it supports or hinders horizontal, upward, or downward communication among employees and officials. Workers in firms with defensive communication cultures are more likely to refrain from communicating their demands because they become overly careful when making remarks, and their level of motivation may be lower (Galford and Seibold, 2002). In contrast, organizations with a supportive communication climate encourage active engagement as well as the healthy sharing of information as well as the settlement of conflicts in a constructive manner.

Individual employees and the organization are linked together in an organizational environment by the communication climate. The general environment would provide an

indication of the opinions and attitudes of its personnel toward the organization. It is essentially comprised of employees' impressions of the information flow as well as the environment in which the communication takes place. Information flows easily in an open climate, but it is stifled in a climate of intimate communication with the outside world. Workers, as can be seen, feel free to communicate their dissatisfaction, their ideas, and their suggestions to their supervisors and superiors in an open environment. According to Trombetta and Rogers (2012), there is a positive relationship between the organization's communication climate and the level of trust and commitment of its employees to the organization's mission and vision. They stated that the quality of information, the veracity of the information, and the flow of communication are all related to trust and commitment.

Effective formal and informal communication initiatives in universities, which are the most complex educational organizations, can facilitate the sharing of organizational vision and common goals among units, the informing of stakeholders about ongoing processes and different operations, the exchanging of opinions between senior and junior members, the establishment of collegial discussion platforms, and the formation of interdisciplinary cooperation. Effective organizational communication networks in universities assist to the creation of a pleasant climate by being more open, truthful, collegial and supportive; participatory; democratic; reassuring and transparent; and collaborative. Furthermore, alternative communication channels not only facilitate collegial sharing, but they also expedite interactions between academics and students, allowing academics to contribute to the more efficient development of their students as well as the advancement of their colleagues in academia through their role model behaviors, mentoring, and stewardship activities. Alternative communication channels are becoming increasingly popular.

### **Communication Channels in the Organization**

Communication is a daily action that is incomplete if it does not take place through a channel. The channel is a critical connection in communication, and it is critical to understand the channels in order to make communication more efficient. As stated by Payne (2010), channels are the means by which a message is transmitted from one sender to another. Messages can be transmitted across many channels in the same way that television programs are broadcast over multiple channels. The choice of channel was determined by the amount of time available, the amount of money spent, the importance of the information, and the intellectual and emotional state of the sender and recipient.

'Communicating within an organization' explained by Van den Bos, Wilke, and Lind (2008) in their article on 'Communicating within an organization' that the communication channel chosen for a message's transmission plays a significant role in ensuring that the quality of the original message is maintained throughout the message's journey from sender to receiver. When given the option to consider the advantages of employing oral versus written communication, or a combination of the two, the sender chooses the method that will be the most effective in the specific situation. Listed below are some of the several channels of communication that a company can utilize: When we talk about formal communication, we're talking about communication within a formal organizational framework that communicates the organization's goals, policies, procedures, and instructions. Informal communication, which refers to communication that takes place outside of the formal organizational

framework and that fills in the gaps, maintains connections, and deals with one-time events, is defined as follows: and In the context of an organization, unofficial communication refers to interpersonal communication inside (or among) the social structure of the organization that serves as a vehicle for casual interpersonal exchanges and transmission of unofficial communications.

According to Katz & Kahn (2013), in their article on 'Communicating inside a company,' communication channels are an important element in the construction of an organizational structure, which they reiterated. In a hierarchical system, the manager serves as a link in the chain of communication between employees. It is the hierarchical structure that directs and sets limitations on the flow of information and information technology communications. Management decisions and directions are sent down the organization's hierarchy from upper to lower levels. Responses and reports from lower-level supervisors are passed up the hierarchy of the organization. Managers also spend a significant amount of time communicating with their peers. It follows from this that communications must function properly in all directions, including lateral, downward and upward directions.

Universities, on the other hand, have committees that impact the communication process within their respective institutions. A well-run committee can act as a supplemental link in the communication chain and as a means of spreading information if it is managed properly. But committees frequently fail to guarantee that Deans of Faculty A and B communicate with one another about the information they desire or need to be informed on. Staff members have an impact on the communication process within a university, despite the fact that they are unable to give orders or issue procedures. Because of the expectation of support from the staff member's senior, subordinates are more likely to accept the advice or recommendations of their superiors than to reject them. Employees who are granted functional decision prerogatives are essentially elevated to the same level as their superiors in terms of their ability to make decisions in these areas. In the words of T. C. Warner, "a person's accomplishment is... in a very real way based on the quality of contact with other people." Believed by Dirks and Ferrin, (2012), there is no more valuable asset in business life than the capacity to articulate one's thoughts with clarity and accuracy, and there is no better way to do this than through writing.

Propounded by Cohen (2012), went on to say that there are many different channels of communication available, including written and verbal communication, oral communication (oral and visual), electronic communication (audiovisual and visual), special needs communication (grapevine), and jungle communication (jungle). When two individuals meet in person and converse, this is known as oral communication. When two people communicate over the phone, this is known as telephone communication (also known as distant communication). Oral communication examples included an unexpected conversation, a scheduled formal chat, an interview, a telephone conference, a group meeting, a committee meeting, a full staff meeting, or an employee meeting, as well as a formal presentation. Forms of written communication include, for example, a casual note, a memo, a letter, a circular letter, a press release, forms, notices, and reports, as well as electronic ways. He went on to describe instances of visual communication such as moving images, graphic communication, photographs, pictures, and drawings as examples of visual communication. In

order to better understand how stakeholders in the Cagayan State University system communicate with one another, the study's primary goal is to identify how widely communication channels are used and how effective they are in reaching them.

### **Statement of the Problem**

The aim of the study is to determine the extent of communicational channels among the stakeholders of Cagayan State University.

Specifically, it answered the following questions:

1. What is the extent of use of the communication channels in the university as perceived by the designated officials, administrative staff, and faculty members?
2. What is the perceived effectiveness of use of the communication channels in the university as assessed by the designated officials, administrative staff and faculty members?

### **Research Methods**

#### **Research Design**

The researcher used the quantitative design in this study. Specifically, it utilized the descriptive-correlational method. The descriptive part of the study revolved around the determination of the communication channels used in the university.

#### **Locale of the Study**

The study was conducted in the eight campuses of Cagayan State University in the whole province of Cagayan. Various colleges and administrative offices were used in the study. Post graduate courses such as College of Medicine and Surgery, College of Law and Graduate School were excluded in the study. The figure shows the location of the campuses of the university.

#### **Sampling Procedures**

The respondents of the study were the faculty members, administrative staff and officials of the university. Slovin's formula was utilized to compute for the total sample of faculty and administrative personnel. However, total enumeration was done for all the officials inasmuch as they are few. After computing for the sample size, stratified random sampling was used to determine the number of samples per campus for faculty and administrative personnel. Only the regular faculty members and administrative staff were considered in the study.

#### **Research Instruments**

This study adopted the organizational communication measures from Brad Rawlins (2009), who attempted to develop a reliable and valid measure of employee communication in understanding organizational transparency. The instrument has 32 items measuring five (5) dimensions namely; accountability (items 1-5); openness (items 6-11); participation (items 12-17); substantial information (items 18-25) and fairness (items 26-32). The response choices consisted of Likert scales ranging from 1= "Strongly disagree" to 5= "Strongly agree."

### **Analysis of Data**

To enable the researcher to tally, tabulate, compute, analyze and interpret the data gathered, the following statistical treatments were used:

Descriptive statistics were used to analyze the profile of the respondents, communication channels.

### **Research Findings and Discussions**

#### **Extent of use of the communication channels in the university as perceived by the designated officials, administrative staff, and faculty members**

In accordance with perceptions of designated authorities, administrative personnel, and academic members, Table 1 depicts the extent to which communication channels are used at the university in question. Meetings, reports, special orders, and memos are among the most often utilized communication channels at the institution, according to the data collected. In general, meetings are employed to a "considerable extent" (2.53 in the institution). Throughout the process, the appointed authorities, administrative employees, and academic members regularly gave this grade of "to a significant extent." Meetings are used to a "great extent" because officials from throughout the institution's administration gather on a regular basis to discuss critical and urgent issues that arise at the university, campus, and college levels, according to the report. Decisions are made more quickly and employees are more involved as a result of meetings, particularly when it comes to addressing difficulties, problems, and concerns, as well as directing everyone toward the correct goal. Furthermore, it is via meetings that essential organizational resources are pooled together in order to increase efficiency, effectiveness, and productivity in the workplace.

Several researchers, like Oneil Williams (2015), have found that face-to-face or personal communication is one of the most productive channels of communication that can be employed within an organization. The physical presence of the speaker, the tone of his or her voice, and the facial expressions of the speaker all assist listeners of a message in interpreting the message as the speaker intended. For complex or emotionally charged communications, this is the most effective channel to use since it allows for interaction between the speaker and the recipients, which helps to explain ambiguity. A speaker can assess whether or not his message has been heard correctly by the audience and can ask or answer follow-up questions if necessary.

To a "significant extent," reports are also used as a channel of communication within the university (2.43). Without a doubt, the university's designated officials, administrative staff, and faculty members have repeatedly seen that this channel is utilized to a "large extent" throughout the institution. The different university officials are able to collect information, arrange it, and present it in a logical and succinct manner through the use of this document. An important aspect is that different stakeholders across the university are kept up to speed with written accounts of the performance, activities, and financial situations of the university, campus, and college, which is useful for developing a collective action plan.

Meanwhile, special orders are regarded to be used to a "large amount" (2.43) in the university, as shown consistently in the ratings given by the three groups of respondents who participated in the survey. Special orders are typically issued to assign specific tasks or responsibilities, as well as to deploy personnel or make other designations. In most cases,

various employees become aware of reorganization, assignments, and personal information of employees as a result of the special orders issued. Finally, memorandum is employed as a channel of communication in the institution to a "significant extent" (2.42), according to the author. This is demonstrated by the high evaluations received by each of the three groups of survey participants. If an order is issued, it always commands that something be done or acted upon in the future by university workers. Through this order, information is sent to staff about upcoming events or any other changes in the organizational structure of the university's various levels of management. According to Lane (2008), written forms of communication such as reports, special orders, and memoranda provide a number of advantages over spoken forms of communication. They are simple to keep, they best portray any difficult issue in an easy and appealing manner, they prevent the waste of money and time, and they give information that is more accurate and understandable than other forms of media.

The blog is the most "infrequently utilized" (0.51) avenue of communication at the university. A blog is a website or web page that is updated on a regular basis and is written in an informal or conversational style. It is often maintained by a person or small group of people. The use of this communication channel as a communication channel in the university has not yet been investigated because it is relatively informal and it takes time to build one. Meanwhile, fax machines, posters, flyers, and brochures are among the "least used" modes of communication, according to the American Marketing Association. In the university, there are only a few offices that are equipped with fax machines, and the usage of posters, flyers, and brochures is limited to campaigns and public dissemination of board examination results and other activities that are held at the institution. It is in this situation that they are not fully utilized as regular avenues of communication.

**Table1. Extent of use of the communication channels at the university as perceived by the designated officials, administrative staff, and faculty members.**

Communication Channels	Designated Officials		Administrative Staff		Faculty		Overall Weighted Mean	
	Wtd. Mean	Description	Wtd. Mean	Description	Wtd. Mean	Description		
Meeting	2.60	GE	2.56	GE	2.44	GE	2.53	GE
Memoranda	2.55	GE	2.42	GE	2.30	GE	2.42	GE
Special Orders	2.45	GE	2.36	GE	2.49	GE	2.43	GE
Face to Face	2.33	GE	2.23	ME	2.13	ME	2.23	ME
Email	2.16	ME	1.72	ME	1.65	ME	1.84	ME
Phone call	2.31	GE	2.16	ME	2.24	ME	2.24	ME

Text message	2.18	ME	1.79	ME	1.86	ME	1.94	ME
Fax machine	1.36	LE	0.88	LE	0.86	LE	1.03	LE
CSU website	1.76	ME	1.55	ME	1.36	LE	1.56	ME
Posters, Flyers, Brochures	1.73	ME	1.34	LE	1.29	LE	1.45	LE
Facebook or Twitter	1.65	ME	1.36	LE	1.56	ME	1.52	ME
Printed Newsletter	1.98	ME	1.46	LE	1.17	LE	1.54	ME
E-Newsletters	1.89	ME	1.69	ME	1.50	LE	1.69	ME
Reports	2.11	ME	2.57	GE	2.60	GE	2.43	GE
Minutes of meetings	2.16	ME	2.33	GE	2.34	GE	2.28	GE
Blogs	0.64	NU	0.45	NU	0.44	NU	0.51	NU
Overall Weighted Mean	1.99	ME	1.80	ME	1.76	ME	1.85	ME

Legend:

- 0.00 –0.75      Never Used (NU)  
0.76 – 1.50      Least Extent (LE)  
1.51 – 2.25      Moderate Extent (ME)  
2.26 – 3.00      Great Extent (GE)

### **Effectiveness of Use of the Communication Channels in the University as Perceived by the Designated Officials, administrative staff and faculty members**

Table 2 depicts how the university's designated officials, administrative employees, and faculty members assess the effectiveness of the university's communication channels as a whole. It demonstrates that those communication channels that are regularly used in the institution are also deemed to be "very successful." Meetings, reports, special directives, and memorandums are all examples of communication routes. The fact that these communication channels are often used to disseminate information between and among stakeholders at the university may contribute to their perceived efficacy.

People's ability to talk and make decisions in person can be attributed to the face-to-face interaction that occurs during meetings. Because the decision is made in the presence of all of the members, this communication channel promotes a democratic process because no one can be held responsible for the decision made. A better choice can be reached through a meeting since every issue is discussed and nothing is left unconsidered because "two brains are better

than one," as they say. According to Travers (2015), face-to-face communication is preferable since it allows you to interpret facial expressions, engage with individuals, and assess understanding more effectively.

More importantly, there is participative management in the conduct of meetings because everyone sits together to make decisions and because everyone coordinates with the work because all of the members are present in the meeting, there is participative management.

Aside from being "extremely successful," written communications such as reports, special orders and memos are also seen as "highly effective" since they are easy to preserve in comparison to oral and non-verbal communication channels. As a result, they serve as a permanent record that may be referred to at any time. When necessary, essential information can be gleaned from the documents that have been kept with relative ease. Furthermore, reports, special directives, and memos prevent time and money from being wasted. The many heads of departments at the university can exchange ideas without having to physically meet each other. This occurs as a result of the fact that information is accurately and clearly delivered. Because it is a legal document, everyone takes great care in putting it together. The fact that written communication is effective is also ascribed to the fact that they contain a properly functioning and comprehensive communication system. There is no opportunity to incorporate any extraneous material, and there is little chance of information being distorted or altered as a result of this. Apart from that, there is the possibility of misinterpretation of the information or messages conveyed through written communication, which is one of the reasons why it is considered as an efficient channel of communication by the three groups of respondents to the survey.

Finally, poor communication means include the fax machine, social media sites such as Facebook and Twitter, and blogs. Because these communication channels are not commonly used, the respondents believe that they are ineffective as a means of communication.

**Table 2. Effectiveness of use of the communication channels at the university as perceived by the designated officials, administrative staff, and faculty member**

Communication Channels	Designated Officials		Administrative Staff		Faculty		Overall Category Mean	
	Wtd. Mean	Description	Wtd. Mean	Description	Wtd. Mean	Description		
Meeting	2.65	VE	2.54	VE	2.54	VE	2.58	VE
Memoranda	2.62	VE	2.46	VE	2.46	VE	2.51	VE
Special Orders	2.51	VE	2.51	VE	2.38	VE	2.47	VE
Face to Face	2.44	VE	2.33	VE	2.34	VE	2.37	VE
Email	2.40	VE	1.76	ME	1.54	IE	1.90	ME
Phone call	2.35	VE	2.20	ME	2.20	ME	2.25	ME
Text message	2.31	ME	2.26	ME	2.35	VE	2.31	ME
Fax machine	1.69	ME	1.50	IE	1.34	IE	1.51	IE
CSU website	1.85	ME	2.23	ME	2.38	VE	2.15	ME

Posters, Flyers, Brochures	1.78	ME	1.66	IE	1.90	ME	1.78	ME
Facebook or Twitter	1.76	ME	1.64	IE	1.50	IE	1.63	IE
Printed Newsletter	1.93	ME	1.77	ME	1.59	IE	1.76	ME
E-Newsletters	1.93	ME	1.81	ME	1.63	IE	1.79	ME
Reports	2.11	ME	2.34	VE	2.41	VE	2.29	ME
Minutes of meetings	2.31	ME	2.41	VE	2.58	VE	2.43	VE
Blogs	1.13	IE	1.23	IE	1.30	IE	1.22	IE
Overall Weighted Mean	2.11	ME	2.04	ME	2.03	ME	2.06	ME

Legend:

- 1.00 – 1.66 Ineffective (IE)  
 1.67 – 2.32 Moderately Effective (ME)  
 2.33 – 3.00 Very Effective (VE)

### Conclusions

Cagayan State University as a higher public educational institution has an open and favorable organizational communication climate making the officials, employees and other stakeholders to feel free to give their input and ideas, share information freely, as well as openly discuss conflicts and worked them through. This favorable organizational communication climate is an effective factor and a critical preconditioning developing and strengthening organizational trust among the different stakeholders in the university.

### Recommendations

On the basis of the aforementioned findings and conclusions, the following recommendations are presented:

1. The results of the study should be submitted to the university, campus and college officials for discussion during their meetings.
2. This will be meaningful and valuable feedback especially on how to improve the organizational communicational climate and organizational trust in their level.

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