

ORGANIZATIONAL COMMUNICATION AND ADMINISTRATIVE DECISION-MAKING IN A LOCAL GOVERNMENT UNIT: BASIS FOR CAPACITY DEVELOPMENT PROGRAM

Hannah B. Dadvivas<sup>1\*</sup>, Marilou B. Delotina<sup>2</sup>, Gladys M. Beduya<sup>3</sup>, Adriene B. Belga<sup>4</sup>, Emelyn Grace P. Estilo<sup>5</sup>

\*Corresponding Author

1,2,3,4,5 Iloilo State University of Fisheries Science and Technology, Barotac Nuevo, Iloilo, Philippines

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**Abstract:** This study examined the relationship between organizational communication and administrative decision-making effectiveness in a Local Government Unit (LGU) in Iloilo, as basis for a capacity development program. It aimed to determine the level of organizational communication in terms of clarity, timeliness, feedback mechanisms, and communication flow, and the level of administrative decision-making effectiveness in terms of decision quality, timeliness, problem-solving capability, and implementation effectiveness. It also identified significant differences based on demographic variables and determined the relationship between the two variables. A quantitative descriptive-correlational design was used. Data were collected from LGU employees through a validated questionnaire. Statistical tools included frequency, percentage, mean, standard deviation, Mann-Whitney U test, Kruskal-Wallis test, and Spearman's rho. Results showed that organizational communication and administrative decision-making effectiveness were both rated very high. No significant differences were found based on demographic variables. However, a strong significant relationship was observed between the two variables. A Capacity Development Program was proposed to enhance communication and decision-making in the LGU.

**Keywords:** organizational communication, decision-making effectiveness, LGU, capacity development program

## 1. Introduction

Effective organizational communication is vital in public sector institutions, particularly in Local Government Units (LGUs) in the Philippines, which are mandated under the Local Government Code of 1991 (Republic Act No. 7160) to deliver services and implement policies responsive to local needs. As decentralized entities, LGUs rely on clear, timely, and coordinated communication to support administrative functions and ensure effective governance.

Theoretical foundations such as Shannon and Weaver's (1949) Communication Model emphasize the importance of accurate message transmission, appropriate channels, and feedback in minimizing misunderstandings. In organizational contexts, ineffective communication may hinder coordination and performance. Similarly, Robbins and Judge (2017) highlight that communication significantly influences managerial effectiveness.

Decision-making, a core function of public administration, is shaped by information flow within organizations. Simon's (1977) concept of bounded rationality underscores that decisions are made under constraints, making effective communication essential. Mintzberg (1973) further emphasized the informational and decisional roles of managers, which depend on the proper exchange of information across departments.

Despite its importance, limited empirical studies examine the relationship between organizational communication and administrative decision-making effectiveness in LGUs, particularly at the district level in the Philippines. Variations in local contexts, such as those in Iloilo, may influence communication processes and administrative practices.

Thus, this study aims to examine the relationship between organizational communication and administrative

decision-making effectiveness in a Local Government Unit. The findings are expected to inform strategies for improving internal communication systems and enhancing governance outcomes.

### 1.1 Framework

This study is anchored on the premise that organizational communication significantly influences administrative decision-making effectiveness in Local Government Units (LGUs). It integrates three key theoretical foundations: Shannon and Weaver’s Communication Model, Mintzberg’s Managerial Roles Theory, and Simon’s Decision-Making Theory.

Shannon and Weaver’s model emphasize the importance of accurate message transmission, appropriate channels, and feedback mechanisms in minimizing communication breakdowns. Guided by this framework, organizational communication is examined in terms of communication practices, clarity of information, timeliness, and feedback, which are essential for ensuring that relevant information reaches decision-makers effectively.

Mintzberg’s Managerial Roles Theory highlights the informational and decisional roles of managers, underscoring that effective decision-making depends on the timely gathering, processing, and dissemination of information across organizational levels. This suggests that communication is integral to how administrative decisions are formulated and implemented in LGUs.

Complementing these perspectives, Simon’s Decision-Making Theory explains that administrators operate under bounded rationality, making decisions based on limited information, time, and cognitive capacity. Thus, the quality and flow of information within an organization directly influence the effectiveness of decision-making.

Consistent with these theories, the conceptual framework of the study posits that organizational communication serves as the independent variable, while administrative decision-making effectiveness is the dependent variable. The respondents’ demographic profile is treated as antecedent variables, which may influence variations in perceptions of communication and decision-making. The framework assumes that improved communication processes lead to more effective administrative decisions in LGUs.

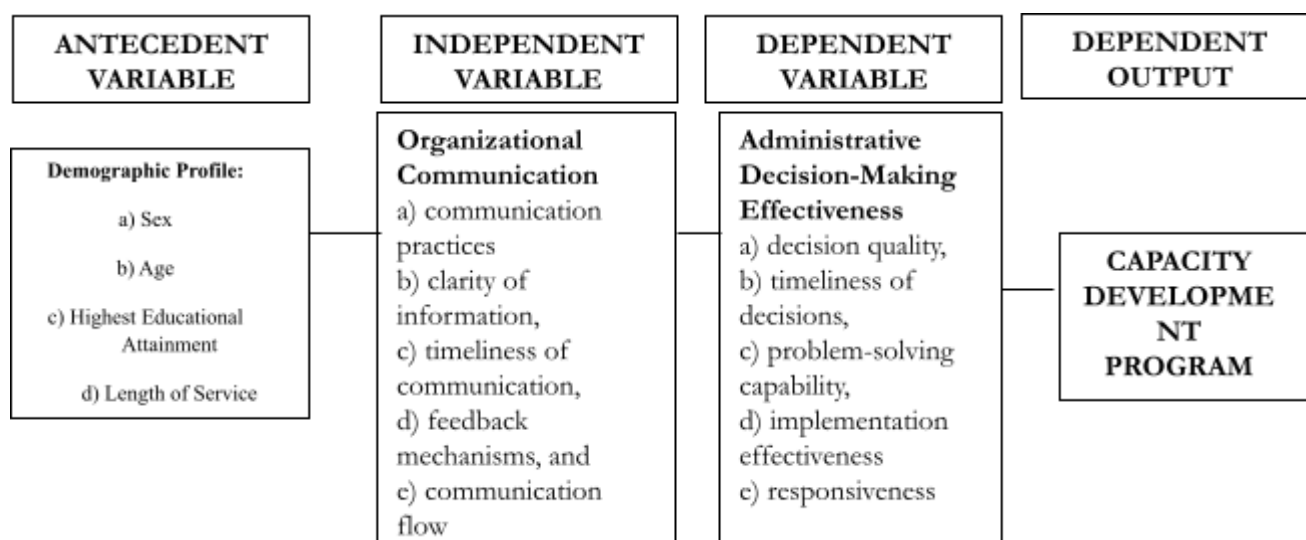


Figure 1. Conceptual Framework of the Study

### 2. Methods

This study employed a descriptive–evaluative research design to systematically examine the existing Inventory Management System (IMS) and assess its effectiveness and associated employee productivity. The descriptive component outlined current inventory practices, tools, and procedures, while the evaluative component assessed

system performance in terms of quality, timeliness, and efficiency across six core supply processes.

This study employed a quantitative, descriptive–correlational design to examine the relationship between organizational communication and administrative decision-making effectiveness in a Local Government Unit in Iloilo. A comparative component was also included to test differences across selected demographic variables. A total of 117 permanent LGU employees were targeted, with 95 valid responses obtained (81.20% response rate). Respondents were drawn from various offices to capture diverse perspectives on communication and decision-making processes.

Data were collected using a researcher-made structured questionnaire consisting of three parts: (1) demographic profile, (2) organizational communication (communication practices, clarity, timeliness, feedback, and flow), and (3) administrative decision-making effectiveness (decision quality, timeliness, problem-solving, implementation, and responsiveness). The instrument underwent expert validation and pilot testing (n=30), yielding high reliability (Cronbach’s  $\alpha = 0.971$  for communication;  $\alpha = 0.976$  for decision-making).

Data collection was conducted with proper authorization, and participation was voluntary, ensuring confidentiality and anonymity. Data were analyzed using frequency, percentage, mean, standard deviation, Spearman’s rho, Mann–Whitney U, and Kruskal–Wallis tests at a 0.05 level of significance.

### 3. Result and Discussion

#### 3.1 Level of Organizational Communication and Administrative Decision-Making Effectiveness

The findings reveal that both organizational communication (M = 4.37, SD = 0.36) and administrative decision-making effectiveness (M = 4.38, SD = 0.38) are at a very high level, indicating that the LGU maintains strong communication systems and effective administrative processes. This suggests that employees generally experience clear, timely, and well-coordinated communication, which supports efficient work performance and organizational alignment.

The high level of organizational communication implies that formal channels, standardized formats, and structured communication practices are consistently implemented. These practices likely contribute to minimizing misunderstandings and ensuring that employees receive accurate and relevant information. Similarly, the very high level of decision-making effectiveness reflects that administrative decisions are generally well-informed, timely, and responsive to organizational and public service needs.

**Table 1. Summary of Organizational Communication and Administrative Decision-Making Effectiveness**

| Variable                                     | M    | SD   | Interpretation |
|--|------|------|----------------|
| Organizational Communication                 | 4.37 | 0.36 | Very High      |
| Administrative Decision-Making Effectiveness | 4.38 | 0.38 | Very High      |

*Note.* Scale: 1.00–1.80 = Very Low; 1.81–2.60 = Low; 2.61–3.40 = Moderate; 3.41–4.20 = High; 4.21–5.00 = Very High.

#### 3.2 Dimension-Level Analysis

Across all dimensions, both organizational communication and administrative decision-making effectiveness were rated very high, demonstrating consistency in organizational practices. Communication practices and clarity of information obtained the highest ratings, indicating that employees clearly understand instructions, responsibilities, and organizational goals. This supports the idea that clarity in communication reduces ambiguity and enhances coordination within the organization.

Timeliness of communication, although slightly lower compared to other dimensions, still falls within the very high level. This suggests that while information is generally delivered promptly, there may be minor delays that could still be improved. Likewise, feedback mechanisms and communication flow were rated very high, indicating that employees are given opportunities to express their concerns and that communication moves effectively across different levels of the organization. However, relatively lower ratings in inter-departmental communication suggest

the need for strengthening coordination across offices.

For administrative decision-making effectiveness, decision quality and timeliness of decisions obtained the highest ratings, indicating that decisions are generally based on sufficient information and are made within appropriate timeframes. Problem-solving capability and implementation effectiveness, while still very high, recorded slightly lower means, suggesting opportunities to further enhance systematic problem analysis and consistency in implementation. Responsiveness was also rated very high, reflecting the LGU’s ability to adapt to changing situations and address both employee and public needs effectively.

**Table 2. Dimension-Level Summary of Organizational Communication and Administrative Decision-Making Effectiveness**

| Variable                       | Dimension                    | M    | Interpretation |
|--------------------------------|------------------------------|------|----------------|
| Organizational Communication   | Communication Practices      | 4.41 | Very High      |
|                                | Clarity of Information       | 4.41 | Very High      |
|                                | Timeliness of Communication  | 4.32 | Very High      |
|                                | Feedback Mechanisms          | 4.35 | Very High      |
|                                | Communication Flow           | 4.39 | Very High      |
| Administrative Decision-Making | Decision Quality             | 4.43 | Very High      |
|                                | Timeliness of Decisions      | 4.40 | Very High      |
|                                | Problem-Solving Capability   | 4.34 | Very High      |
|                                | Implementation Effectiveness | 4.35 | Very High      |
|                                | Responsiveness               | 4.39 | Very High      |

*Note.* Only sub-means are presented for brevity and publication suitability.

### 3.3 Differences in Organizational Communication and Administrative Decision-Making Effectiveness

The results indicate that there are no significant differences in both organizational communication and administrative decision-making effectiveness when respondents are grouped according to sex, age, educational attainment, and length of service ( $p > .05$ ). This implies that employees, regardless of their demographic characteristics, share similar perceptions of communication practices and decision-making processes within the LGU.

**Table 3. Differences in Organizational Communication and Administrative Decision-Making Effectiveness by Profile Variables**

| Variable                      | Profile Variable       | Test           | p-value | Interpretation  |
|-------------------------------|------------------------|----------------|---------|-----------------|
| Organizational Communication  | Sex                    | Mann–Whitney U | .395    | Not Significant |
|                               | Age                    | Kruskal–Wallis | .413    | Not Significant |
|                               | Educational Attainment | Kruskal–Wallis | .858    | Not Significant |
|                               | Length of Service      | Kruskal–Wallis | .755    | Not Significant |
| Decision-Making Effectiveness | Sex                    | Mann–Whitney U | .366    | Not Significant |
|                               | Age                    | Kruskal–Wallis | .150    | Not Significant |
|                               | Educational Attainment | Kruskal–Wallis | .518    | Not Significant |
|                               | Length of Service      | Kruskal–Wallis | .287    | Not Significant |

*Note.*  $\alpha = .05$ .

### 3.4 Relationship Between Organizational Communication and Administrative Decision-Making Effectiveness

A strong and significant positive relationship was found between organizational communication and administrative decision-making effectiveness ( $\rho = 0.830$ ,  $p < .001$ ). This indicates that as organizational communication improves, the effectiveness of administrative decision-making also increases.

This finding highlights the critical role of communication in shaping decision-making processes within the organization. When communication is clear, timely, and open, decision-makers are better equipped with accurate information, enabling them to make informed and appropriate decisions. Furthermore, effective communication enhances coordination among departments, promotes shared understanding, and supports the successful implementation of decisions.

**Table 4. Relationship Between Organizational Communication and Administrative Decision-Making Effectiveness**

| Variables   | Spearman's $\rho$ | p-value | Interpretation      |
|---|-------------------|---------|---------------------|
| Organizational Communication and Administrative Decision-Making Effectiveness | 0.830             | < .001  | Strong, Significant |

*Note.* Correlation is significant at  $\alpha = .05$ .

#### 4. Conclusion

The findings of the study indicate that organizational communication in the Local Government Unit (LGU) is at a very high level, suggesting that employees receive clear, timely, and well-structured information supported by effective feedback mechanisms and communication flow. This reflects the presence of strong internal communication systems that facilitate coordination and understanding within the organization.

Similarly, administrative decision-making effectiveness is also at a very high level, indicating that decisions are generally well-informed, timely, and properly implemented. This demonstrates the LGU's capacity to carry out responsive and efficient administrative processes aligned with organizational and public service needs.

The results further reveal that there are no significant differences in organizational communication and administrative decision-making effectiveness when respondents are grouped according to demographic variables. This suggests that communication practices and decision-making processes are consistently experienced across employees, regardless of their profile.

Moreover, the study establishes a strong and significant relationship between organizational communication and administrative decision-making effectiveness. This confirms that effective communication plays a critical role in enhancing decision quality, coordination, and implementation within the organization.

#### Proposed Capacity Development Program

##### Enhancing Organizational Communication and Administrative Decision-Making in LGUs

The proposed Capacity Development Program is designed to sustain and further improve the already strong communication and decision-making practices in the LGU. Although results indicate very high performance, specific areas such as timeliness of communication, inter-department coordination, and consistency in implementation present opportunities for enhancement.

The program focuses on strengthening communication clarity, improving information flow across departments, promoting employee engagement through feedback mechanisms, and enhancing data-driven decision-making and problem-solving skills. It includes targeted training interventions such as communication workshops, coordination exercises, feedback systems development, and decision-making simulations.

Implementation will be led by the Human Resource Management Office in coordination with department heads, supported by monitoring and evaluation mechanisms such as pre- and post-assessments, feedback surveys, and

performance reviews. Sustainability will be ensured through continuous training, integration into HR programs, and regular monitoring of communication and decision-making practices.

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