Communication Within The Workplace In The Academics Of De La Salle Medical And Health Sciences Institute: Basis For Proposed Communication Strategic Model

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Abstract—**After the conduct of this research, it clearly shows that the size of the organization (colleges/departments in particular) can be a barrier to any of these goals of communication if there is no clear system to help manage the sending and receiving of messages. When determining what type of structure works best for an organization, size matters. On the other hand, all Highly Effective verbal descriptions given as feedback by the respondents on the nine (9) items under the Immediate Heads' Level of Communication Strategies prove that the immediate heads provide clear goals and directions. The positive results as regards the immediate heads' intent in terms of the delivery of communication strategies and at the same time the non-teaching personnel's perceptions of the effective flow of communication as well as on their immediate heads' level of communication strategies prove the success of downward communication in De La Salle Medical and Health Sciences Institute's Academics. Finally, there exists no communication gap between the academic administrators and the non-teaching personnel within the Academics of DLSMHSI.**

Keywords— Academics; Communication; Model; Workplace; Strategic.

I. INTRODUCTION

Communication is central to the success of almost all organizations. Communication can be defined as the process of transmitting information and common understanding from one person to another (Keyton, 2011). It is the creation or exchange of thoughts, ideas, emotions, and understanding between sender(s) and receiver(s). It is essential to building and maintaining relationships in the workplace. To Banerji and Dayal (2005), Communication is a process, which contains

expressing, listening and understanding. It is a simple way to instantly connect with anyone and

reach an understanding between the sender and the receiver. Communication is the basis of all relationships. Whether personal or professional, one just cannot do without effective communication. In order to build a good relationship with the clients, employees or peers, one must use effective communication (Retrieved 28 December 2018 from https://www.nexalearning.com/blog/bid/80214/workplace-communication-positive-communication-quotes).

And when change is occurring in an organization, communication is even more essential to implement that change effectively (Bennebroek-Gravenhorst, Elving, & Werkman, 2006; DiFonzo & Bordia, 1998; Elving, 2005; Elving & Hansma, 2008; Lewis, 1999; Schweiger & Denisi, 1991 as cited in Harp, 2011). However, one problem for many modern organizations is that change is not always communicated effectively (Burke, 2008; Cummings & Worley, 2009; Fernandez & Rainey, 2006; Hargie & Tourish, 2000). Ineffective communication during organizational change is reported to negatively impact the way an organization functions. For example, ineffective change communication can lead to resistance to the change, rumors, and promote exaggeration of the negative aspects associated with the change (DiFonzo, Bordia, & Rosnow, 1994; Smelzer & Zener, 1992) as well

as to act as an over-all negative influence on corporate culture (Keyton, 2005 as cited in Harp, 2011). Ferrin (2016) defined workplace communication as "the ability to effectively exchange and create a free flow of information with and among various stakeholders at all levels of the organization to produce impactful outcomes." Organizational communication provides information to employees and motivate them in driving the organizations to achieve their strategic goals (Barret, 2002). According to Patrick Bosworth (2013) from Leadership Choice, good communication in the workplace is the key element to attain business success.

II. RESEARCH PROBLEMS

This paper determined the status of the internal communication that exists between the administrators and non-teaching personnel in the Academics of De La Salle Medical and Health Sciences Institute.

Additionally, the paper attempted to answer four questions:

1. Are there any barriers for effective flow of communication in DLSMHSI?
2. What is the perception of non-teaching staff about their immediate Head's communication strategies?
3. What is the intent of immediate Head's communication delivery strategies?
4. Is there any gap in communication between academic administrators and the non-teaching staff of DLSMHSI?

Based on these findings, the paper aimed to propose a communication strategic model for the organization.

To answer these questions a survey was carried out using two adopted questionnaires and two self-developed questionnaires. Their fitness was tested using appropriate statistical tools. The survey data was then subjected to simple percentage analysis and answers to the questions were arrived at.

III. THEORETICAL FRAMEWORK OF THE STUDY

This paper was anchored on the following theories:

The **Goal Setting Theory** was used to examine motivation through the relationship of conscious goals and level of task performance in primarily organizational settings. "A goal is the object or aim of an action, for example, to attain a specific standard of proficiency, usually within a specified time limit" (Locke & Latham, 2002, p. 705). The purpose of Goal Setting Theory is to predict, explain, and manipulate performance on organizational tasks (Lock & Latham, 2002).

In his 1968 article "Toward a Theory of Task Motivation and Incentives," Locke stated that employees were motivated by clear goals and appropriate feedback. He went on to say that working toward a goal provided a major source of motivation to actually reach the goal – which, in turn, improved performance.

Locke's research showed that there was a relationship between how difficult and specific a goal was and people's performance of a task. He found that specific and difficult goals led to better task performance than vague or easy goals.

In 1990, Locke and Latham published their seminal work, "A Theory of Goal Setting and Task Performance." In this book, they reinforced the need to set specific and difficult goals, and they outlined other characteristics of successful goal setting.

Five (5) Principles of Goal Setting

To motivate, goals must have:

1. Clarity;
2. Challenge;
3. Commitment;
4. Feedback; and
5. Task complexity.

Consistent with the work of Locke and his colleagues (see Locke, 1996; Locke & Latham, 2002; Locke & Latham, 2006), which examined goals and goal setting in organizational settings, this study proposed to explore how communication is used to support the goal of organizational change. Thus, this study sought to extend our understanding of goals and goal setting to wider organizational outcomes.

The Critical Theory of Communication in Organizations of Stanley Deetz (2015)

Deetz (2015) developed a critical communication theory to explore ways to balance the interest of the corporations and that of the people for a win-win approach.

Critical Theory of Communication only points out that the communication practices in the corporations are distorting decision-making for failure to consider human interests or quality of life of people (Deetz, 2015).

Deetz (2015) specifically introduced the following:

Information model: A view that communication is merely a conduit for the transmission of information about the real world. It perpetuates the corporate dominance over every aspect of our lives. It is an outcome of political processes that are usually undemocratic and have consequences that usually hurt democracy.

Communication model: A view that language is the principal medium through which social reality is created and sustained.
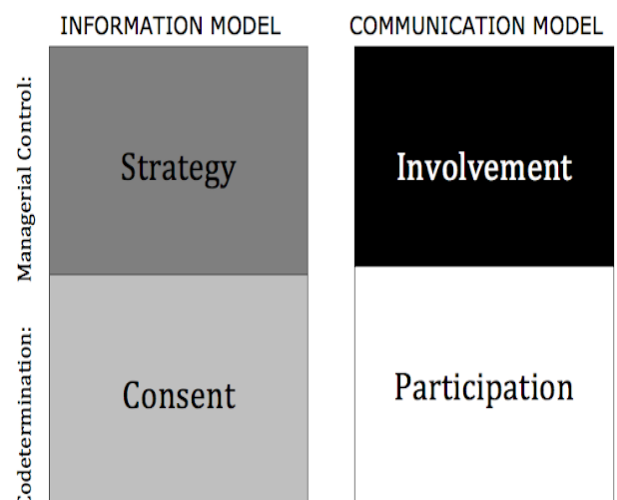
Managerial Control: Corporate processes that exclude the voices of the people who are directly affected by the decisions.

Codetermination: Collaborative decision-making; participatory democracy in the workplace. This refers to a system in which both managers and workers are involved in making important decisions for a company (Retrieved 29 January 2019 from https://dictionary.cambridge.org/us/dictionary/english/co-determination).

IV. RESULTS AND DISCUSSION

Objective Number 1. Identify the common barriers in effective flow of communication in the Academics of DLSMHSI.

Table 1

Common Barriers in Effective Flow of Communication in the Academics of DLSMI

Descriptive Statistics

Items	N	Mean	Std. Deviation	Verbal Interpretation	Rank
Accessibility	73	1.3630	.47332	**Never**	7th
Comprehension	73	1.5342	.50228	**Never**	5th
Cooperation	73	1.6575	.46306	**Never**	4th
Feedback	73	1.6711	.56578	**Never**	3rd
Communication	73	1.8697	.47804	**Seldom**	2nd
Size	73	2.8767	1.18960	**Sometimes**	1st
Confidentiality	73	1.4795	.61485	**Never**	6th

Legend:
4.21 – 5.00 Always
3.41 – 4.20 Often
2.61 – 3.40 Sometimes
1.81 – 2.60 Seldom
1.00 – 1.80 Never

A closer look at Table 1 reveals that based on the survey conducted by the researcher, the most common barrier in effective flow of communication in the Academics of DLSMHSI in terms of delivery is the size of the college/department with a total mean score of 2.8767 and a standard deviation of 1.18960, verbally described as Sometimes. In the article titled Organizational Size: Impacts on Structure and Design of an Organization Retrieved 21 January 2019 from https://study.com/academy/lesson/organizational-size-impacts-on-structure-and-design-of-an-organization.html, it articulates the following items:

How Size Affects Structure

The article highlights that the size of the building being planned shall have a considerable impact on how the building is designed and the type of foundation that is used to support the building. A small building typically requires a simple design with a shallow foundation, and a larger building requires a more complex design and a deeper foundation. The article further states that when determining the most effective structure and design for an organization, the number of people, which belongs to the organization has a major impact on which structure works best. The typical structure of a small business is flat since there are a limited number of people who are responsible for many tasks. The typical structure of a large organization is tall, with several vertical levels, or management layers, which represent a more complex structure. In short, when determining what type of structure works best for an organization, size matters. This is supported by the study of Montes (2018) entitled Communication within the Academic Employees of CEU Manila College of Business Administration, which reveals that the Centro Escolar University is a big institution and according to the respondents, size of organization is a barrier in disseminating information resulting to miscommunication and gap between employees. These communication problems identified have to be addressed because Page (2018) emphasized that poor communication in the workplace shall inevitably lead to unmotivated staff, which may begin to question their own confidence in their abilities and inevitably in the organization.

How Size Affects Work Specialization

Another factor of organizational structure that is affected by the size of an organization is work specialization, which determines how tasks are subdivided into separate jobs. The more a job is broken down into small tasks, the more specialization is required by each individual worker. Small organizations have fewer people to divide tasks among, so the jobs in small organizations have a lower degree of work specialization than the jobs in large organizations. Similarly, it is imperative for organizational hierarchies to ensure that the specialized groups within the organization are focused on the progress of the institution by improving group processes. Thus, to be successful, organizational hierarchies must focus on implementing and strengthening the concentration and motivation in the direction of team-orientated organizational hierarchies (Bunderson et al., 2011). One could suggest that improving these processes would be beneficial at both a micro and macro level.

How Size Affects Departmentalization

Another aspect of organizational structure that is affected by the size of an organization is departmentalization, which establishes how jobs are grouped together. Large organizations use a high degree of departmentalization when defining jobs since they need to provide their large workforce with clearly defined tasks in order to keep the organization running efficiently. Small organizations require less departmentalization since there are a small number of people available to achieve the organization's goals, and departmental functions often overlap.

Communication in organizations considerably influences societal values held by all stakeholders involved. Deetz (1979) reflects that in the institutionalized world, internal communication, motivation, and conflict systems in organizations are directly correlated with social attitudes and changes, even mentioning the possibility of world-level impact. Deetz claims that this is due to the multifaceted nature of human beings and de-institutionalism: the phenomenon in which central institutional functions

are not fulfilled. The stability of these organizations is important in order that they establish culture while cooperatively helping individuals obtain their needs (Deetz, 1979). He accentuates that these institutions are essential in the over-all development of individuals. This phenomenon of de-institutionalization according to Deetz may have a serious impact on individual self-conception, the ways in which current events are interpreted, the social relationships people form with one another, and over-all well-being. He says that it is in the hands of organizations to help people maintain a better quality and perception of life.

How Size Affects Formalization

A third aspect of organizational structure that is affected by the size of an organization is formalization, which determines to what degree the jobs in the organization are standardized and to what extent members of the organization are governed by rules and regulations. Since large organizations have taller structures, they have a longer and more structured chain of command, which results in highly structured jobs governed by many rules and regulations. Small organizations are less formal and typically have fewer rules and regulations, since they are less bureaucratic and simply do not have the manpower to enforce a long list of rules and regulations for each and every job.

This holds true in De La Salle Medical and Health Sciences Institute. For example, the biggest Colleges in terms of the number of departments, faculty members, students, and non-teaching personnel, have a challenge in terms of dissemination of information, which in return affects the compliance of the Colleges with all of the requirements set by the Academics. This includes but not limited to the following: (1) Submission of Plantilla, Individual Faculty Schedule, Disclosure Form, Faculty Contract, Survey Questionnaire, Policies, Standards and Guidelines for comments and suggestions, Programs and Activities of Academics where the attendance of the faculty members is needed and required, General Assemblies, and among others.

Given these challenges, the article Effective Change Communication in the Workplace, explains that in order to change communication within an organization, one area is the role of supervisors or management in disseminating information concerning change. Elving and Hansma (2008) conducted interview research between management and employees during organizational change. The most important conclusion from this work was that the success of the dissemination and adaptation of organization change was significantly dependent upon communicative and informative skills of managers at all levels. In addition, it is important that managers act as role models for the change (Heracleous, 2002). Although leaders seem to be aware of rapid change within his or her organization (Bolden & Gosling, 2006), communicating that change is significantly challenging (Lewis, 2000). Bennebroek-Gravenhorst,

Elving, and Werkman (2006) found that not only did the role of management play a huge factor on the contribution of the workforce to the impending change but also the dissemination of information and authentic communication about the necessity of the change and the objectives and course of the change were vital (Harp, 2011 Retrieved https://www.beckershospitalreview.com/quality/the-chronic-problem-of-communication-why-it-s-a-patient-safety-issue-and-how-hospitals-can-address-it.html.

Similarly, the Goal Setting Theory empowers the leaders to effectively apply the principles to goals the team members set. Locke and Latham's research (1990) confirms the usefulness of SMART goal setting, and their theory continues to influence the way we measure performance today. Per Locke and Latham, one has to use clear, challenging goals and must commit himself/herself to achieving them. There is a need to provide feedback on goal performance and take into consideration the complexity of the task. By following these simple rules, the goal setting process shall be much more successful, and over-all performance shall improve.

These only prove that as size maybe a barrier in communication, this could also be translated into an opportunity thereby considering the following: Clarity- when a goal is clear and specific, with a definite time set for completion, there is less misunderstanding about what behaviors shall be rewarded; Challenge- people are often motivated by achievement, and they shall judge a goal based on the significance of the anticipated accomplishment. When one knows that what he/she does shall be well- received, there is a natural motivation to do a good job; Commitment- Goals must be understood and agreed upon if they are to be effective. Employees are more likely to "buy into" a goal if they feel they were part of creating that goal. The notion of participative management rests on this idea of involving employees in setting goals and making decisions; Feedback-provides opportunities to clarify expectations, adjust goal difficulty and gain recognition. These regular progress reports, which measure specific success along the way, are particularly important where it is going to take a long time to reach a goal. In these cases, there is a need to break down the goals into smaller chunks, and link feedback to these intermediate milestones; and Task Complexity- for goals or assignments that are highly complex, take special care to ensure that the work does not become too overwhelming.

Objective Number 2. Determine the non-teaching personnel's perception of their immediate heads' level of communication strategies.

Table 2
Non-teaching Personnel's Perception of Their Immediate Heads' Level of Communication Strategies
Descriptive Statistics

Items	N	Mean	Std. Deviation	Verbal Interpretation
Q1. My supervisor is a willing, receptive listener.	73	4.4932	.72884	Highly Effective
Q2. My supervisor effectively communicates work expectations.	73	4.4521	.76451	Highly Effective
Q3. My supervisor is skilled at negotiating conflicts with employees.	73	4.3699	.77292	Highly Effective
Q4. My supervisor makes clear the goals of the institution.	73	4.5068	.85185	Highly Effective
Q5. My supervisor is willing to share information.	73	4.4384	.86581	Highly Effective
Q6. My supervisor communicates effectively with upper management.	73	4.4247	.86471	Highly Effective
Q7. My supervisor knows what he/she is talking about.	73	4.5616	.72622	Highly Effective
Q8. My supervisor is skilled at building effective workplace relationships.	73	4.4795	.74740	Highly Effective
Q9. My supervisor communicates that he/she is interested in my career development.	73	4.3288	.86690	Highly Effective
Perception	**73**	**4.4505**	**.70317**	**Highly Effective**

Legend:
4.21 – 5.00 Highly Effective
3.41 – 4.20 Moderately Effective
2.61 – 3.40 Effective
1.81 – 2.60 Ineffective
1.00 – 1.80 Highly Ineffective

It can be gleaned from the table presented that the non-teaching personnel perceive their immediate heads' level of communication strategies as Highly Effective with a total mean score of 4.4505. All feedback given by the respondents on the nine (9) items prove that the immediate heads provide clear goals and directions. According to Wikipedia, the exact definition of a goal is: A desired result a person or a system envisions plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines. In other words, any planning one does for the future regardless of what it is, is a goal. Abraham (2010) highlights 5 Reasons Why Goal Setting Is Important:

1. Goals Give You Focus

If you aim at nothing, you will hit it every time. -Zig Ziglar

2. Goals Allow You To Measure Progress

3. Goals Keep You Locked In And Undistracted

One half of knowing what you want, is knowing what you must give up before you get it- Sidney Howard

4. Goals Help You Overcome Procrastination

5. Goals Give You Motivation

This is supported by Locke's Goal Setting Theory, which clearly expounds that employees were motivated by clear goals and appropriate feedback. He went on to say that working toward a goal provided a major source of motivation to actually reach the goal – which, in turn, improved performance. Locke's research showed that there was a relationship between how difficult and specific a goal was and people's performance of a task. He found that specific and difficult goals led to better task performance than vague or easy goals. This is also affirmed in the paper of Femi (2014) as cited in Matriano (2018), which articulates that effective communication between employees and managers is crucial in that employees shall need to know what is expected of them,

managers shall need to provide a clear job description for every employee, which would make employees have immediate access to the necessary tools to complete each assignment given to them. According to Gartenstein (2018) in her article titled Why is Goal Setting Important in Organizations, Goal Setting is an important tool not only for clarifying direction but also for assessing organizational progress. One must set clear goals and be realistic, as those enable him/her to be more effective toward guiding his/her performance and evaluating the results. She further adds that to make the goal-setting meaningful and important, the members of the staff must have a clear idea of what they are working toward, and they must have the tools and resources to achieve the goals they have created. There is a need to communicate the goals clearly in meetings and in memos.

Objective Number 3. Determine the immediate head's intent in terms of the delivery of communication strategies.

Table 3
Immediate Heads' Intent in Terms of the Delivery of Communication

Items	Frequency	Percentage	Verbal Interpretation
29 – 35	51	81%	Far exceeds expectations
22 – 28	12	19%	Exceeds expectations
Total	63	100%	

Legend:
29 – 35 Far exceeds expectations
22 – 28 Exceeds expectations
15 – 21 Meets expectations
8 – 14   Needs Improvement
1 - 7   Does not meet expectations

It can be noted from Table 3 that 51 respondents or 81% of the sample size believe that the immediate head's intent in terms of the delivery of communication strategies has far exceeded their expectations while 12 respondents or 19% of the sample size believe that it has exceeded their expectations. The positive results show that the immediate head's intent in terms of the delivery of communication strategies and at the same time the non-teaching personnel's perceptions of the effective flow of communication as well as on their immediate heads' level of communication strategies prove the success of downward communication in De La Salle Medical and Health Sciences Institute's Academics. This is supported by the Critical Theory of Communication of Deetz (2015), which aims to explore ways to balance the interest of the corporations and that of the people for a win-win approach. Critical Theory of Communication only points out that the communication practices in the corporations are distorting decision making for failure to consider human interests or quality of life of people (Deetz, 2015). Instead of the view that:

communication is merely a conduit for the transmission of information about the real world, that it only perpetuates the corporate dominance over every aspect of our lives, that there is a managerial control,

which is an outcome of political processes that are usually undemocratic and have consequences that usually hurt democracy, that language is the principal medium through which social reality is created and sustained and Corporate processes that exclude the voices of the people who are directly affected by the decisions, he emphasized that importance of Codetermination- a collaborative decision-making; participatory democracy in the workplace. This highlights a system in which both managers and workers are involved in making important decisions for a company (Retrieved 29 January 2019 from https://dictionary.cambridge.org/us/dictionary/english/co-determination).Wikipedia (2018) elucidates that Participative Management is important where a large number of stakeholders are involved from different walks of life, coming together to make a decision, which may benefit everyone. Some examples are decisions for the environment, health care, anti-animal cruelty, and other similar situations. In this case, everyone can be involved, from experts, NGOs, government agencies, to volunteers and members of public. However, organizations may benefit from the perceived motivational influences of employees. When employees participate in the decision-making process, they may improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization. Participatory decision-making by the top management team can ensure the completeness of decision-making and may increase team member commitment to final decisions. In a participative decision-making process, each team member has an opportunity to share his/her perspectives, voice his/her ideas and tap his/her skills to improve team effectiveness and efficiency. Participatory decision-making can have a wide array of organizational benefits. Researchers have found that PDM may positively impact the following:

1. Job satisfaction;

2. Organizational commitment;

3. Perceived organizational support;

4. Organizational citizenship behavior;

5. Labor-management relations;

6. Job performance and organizational performance; and

7. Organizational profits.

By sharing decision-making with other employees, participants may eventually achieve organization objectives that influence them (Brenda, 2001). In this process, PDM can be used as a tool that may enhance relationships in the organization, increase employee work incentives, and increase the rate of information circulation across the organization (Anderson & McDaniel, as cited in Brenda, 2001). Retrieved 22 January 2019 from

https://en.wikipedia.org/wiki/Participative_decision-making

This provides then the recipients concerned of the message ways on how to identify areas of strengths and weaknesses. In knowing the strengths and weaknesses as perceived from two points (academic administrators and non-teaching personnel), the study found that the size of the organization (colleges/departments) is considered to be the most common barrier in communication. This has given the researcher the idea on what specific communication strategic model could be proposed that would address the aforementioned gaps (and points of miscommunication) and highlight the strengths.

Objective Number 4. Discover whether or not there is an internal communication gap between the academic administrators and the non-teaching personnel within the Academics of DLSMHSI.

Table 4
Perception of the Respondents on the Status of the Internal Communication between the Academic Administrators and Non-Teaching Personnel within Academics

Items	N	Interpretation
Perception	73	Highly Effective
Intention	63	Far Exceeds Expectations

The data in Table 4 show that since both surveys have yielded positive results, the perception of the non-teaching personnel of their immediate heads' communication strategies is deemed highly effective, and the immediate head's intent in terms of their delivery far exceeds expectations. Given these results, it can be said that there exists no communication gap between the academic administrators and the non-teaching personnel within the Academics of DLSMHSI. This scenario could be juxtaposed with the following studies and articles:

According to an article in Managed Healthcare Executive, more than 80% of healthcare quality experts say improving communication between patients and healthcare staff is the number one factor in improving the patient care experience. Taking steps to enhance communication among the entire team shall create a better environment for both your employees and patients. In addressing this concern, the article highlights five (5) steps for improving communication at healthcare organization: (1). Incorporate effective communication in the organization's mandatory training program; (2). Make communication part of your organization's culture; (3). Implement patient satisfaction surveys; (4). Schedule regular meetings for employees; and (5) Utilize technology when appropriate. This is also supported by the statement of Patrick Bosworth (2013) from Leadership Choice, who emphasizes that good communication in the workplace is the key element to

attain business success. Similarly, the studies of the following MBA students reveal that: Masicap (2018) titled The Effect of Communication Barriers on the Work Performance of Employees in De La Salle University – Dasmariñas High School Department found out that the High School Department establishes good set of strategies to avoid common barriers that hinder their effective flow of communication in the workplace. The study has been able to reveal that effective communication creates mutual understanding between management and workers, which helps in building genuine relationship among both parties. The teachers and staff are able to communicate and understand well the tasks and policies given to them, which help increase their work productivity and accomplishment of tasks. In the paper of Ygot (2018) entitled MERALCO Employees and Communication at Workplace Over a Century, the findings reveal that Communication in MERALCO has improved and all employees are very satisfied with the communication accesses given to them. Furthermore, most of the employees agree that any information and processes are clearly disseminated. Dal (2018) in her study Communication within a Call Center shows that good communication helps everyone in the team to feel heard and understood, and as a result, everyone benefits from a positive, encouraging and successful environment. As a leader in a call center, it is vital to the business that communication efforts inspire the team as much as they educate them. Furthermore, the results determine that majority responded no gap between the customer service representatives and supervisor within the organization. Moreover, customer service representatives perceived that their immediate supervisors level of communication is high. Supervisors are able to deliver clear instructions as to what tasks need to be completed and if there are necessary modifications and revisions on outputs. The study also reveals that barriers in effective communication can be eliminated through clarity in thoughts. This is accentuated in Locke and Latham's "A Theory of Goal Setting and Task Performance." They reinforced the need to set specific and difficult goals, and they outlined other characteristics of successful goal setting. To motivate, goals must have: Clarity; Challenge; Commitment; Feedback; and Task Complexity. Finally, in the paper of Lopez (2018) entitled Clearing the Gap: Communications in the Clearing Operations Center of Philippine National Bank, he pointed out that the employees acknowledge the important role that communication plays in the performance of one's duties and responsibilities, and by acknowledging this fact, they are aware of the things that contribute to the creation of the barriers in effective communication.

Objective Number 5. Propose a Communication Strategic Model for the Academics of DLSMHSI.

Proposed Cabanias' Communication Strategic Model for De La Salle Medical and Health Sciences Institute's Academics

Adapted from Knoster, T. (1991)

LEGEND:

VISION-MISSION- It offers a common ground for fostering communication. It defines what De La Salle Medical and Health Sciences Institute is, its objectives, purposes, goals, values, and targets, and the corresponding strategies to achieve them.

5 PRINCIPLES OF GOAL SETTING

1. Clarity

2. Challenge

3. Commitment

4. Feedback

5. Task Complexity

COMMUNICATION TRAINING PROGRAM- This involves the mandatory training sessions, which emphasize how employees ask clarifying questions, validate and verify customers' thoughts and feelings and engage in empathetic listening. It is important for employees to understand the elements of a two-way communication dialogue, both with administrators and with the non-teaching personnel.

WORK SPECIALIZATION- Another factor of organizational structure that is affected by the size of an organization is work specialization, which determines how tasks are subdivided into separate jobs. The more a job is broken down into small tasks, the more specialization is required by each individual worker. Small organizations have fewer people to divide tasks among, so the jobs in small organizations have a lower degree of work specialization than the jobs in large organizations. Similarly, it is imperative for organizational hierarchies to ensure that the specialized groups within the organization are focused on the progress of the institution by improving group processes. Thus, to be successful, organizational hierarchies must focus on implementing and strengthening the concentration and motivation in the direction of team-orientated organizational hierarchies (Bunderson et al., 2011). One could suggest that improving these processes would be beneficial at both a micro and macro level.
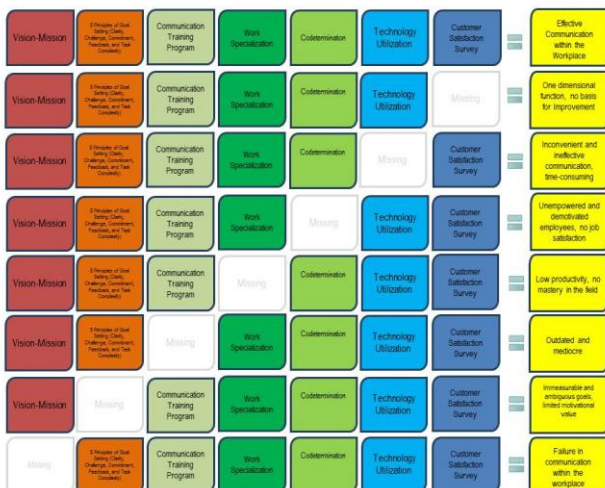
CO-DETERMINATION-Collaborative decision-making; participatory democracy in the workplace. This refers to a system in which both managers and workers are involved in making important decisions for a company (Retrieved 29 January 2019 from https://dictionary.cambridge.org/us/dictionary/english/co-determination).

TECHNOLOGY UTILIZATION- As technology becomes more and more sophisticated, organizations are now required to enter into technology-based medium of communication. It is important that employees know how to use these systems effectively so that information are accurate, private, and easily accessible for those who need it. Significantly, effective communication starts from the ground up

and is reinforced by practitioners who lead by example. By building a foundation of meaningful communication at all levels—from entry-level to executive management—organization shall be better equipped to provide quality service.

CUSTOMER SATISFACTION SURVEY- It is believed that receiving feedback gives one insight into how the communication within the organization can be improved. Surveys help in determining reasons for complaints, questions or concerns. Additionally, they can shed light on what the team is doing right. Moreover, considering using surveys to gain valuable feedback and assess what type of changes can be made to enhance communication among administrators and non-teaching personnel create a positive impact.

EFFECTIVE COMMUNICATION WITHIN THE WORKPLACE- This happens when the administrators and the non-teaching personnel share relevant information related to organizations' objectives, expectations.

Cabanias' Communication Strategic Model for De La Salle Medical and Health Sciences Institute's Academics
Adapted from Knoster, T. (1991)

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