



THE EFFECT OF THE PROVINCIAL INFORMATION OFFICE'S COMMUNICATION STRATEGIES ON THE WORK EFFICIENCY OF EMPLOYEES IN THE PROVINCIAL GOVERNMENT OF LAGUNA

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ABSTRACT

Effective communication is a key determinant of organizational performance in public institutions, where timely and accurate information supports efficient service delivery. Literature highlights that clarity of information, timeliness of dissemination, and feedback mechanisms influence employee productivity, coordination, and responsiveness. This study examined the effect of the Provincial Information Office's communication strategies on the work efficiency of employees in the Provincial Government of Laguna. It assessed communication strategies in terms of clarity of information, timeliness of dissemination, and feedback mechanism, and employee work efficiency in terms of timely completion of tasks, productivity level, and collaboration and responsiveness. The study tested the hypothesis that communication strategies significantly affect employee work efficiency. A quantitative research design was employed using a survey questionnaire administered to 90 respondents selected through stratified random sampling with proportional allocation. Data were analyzed using descriptive statistics and multiple regression analysis. Findings showed that both communication strategies and employee work efficiency were rated very high. Results further revealed that the feedback mechanism significantly influenced the timely completion of tasks and productivity level, while the timeliness of dissemination significantly affected collaboration and responsiveness. The study recommended that information offices optimize digital platforms, strengthen feedback through structured evaluations and forums, enhance message clarity through standardized formats, and improve timely dissemination via scheduled official updates.

KEYWORDS: Communication Strategies, Work Efficiency, Feedback Mechanism, Timeliness of Dissemination, Clarity of Information, Employee Productivity, Collaboration, and Responsiveness

INTRODUCTION

Background of the Study

Effective communication has long been recognized as a vital component of any organization's success. At any time, in any place, or in any situation, this is always important and should always be present. The ability of institutions and organizations to convey clear, actionable, and timely information is essential not only to internal operations but also to building the trust of the people who are part of these organizations. In today's rapidly changing environment, communication has become more than a managerial function.

Governments, in particular, have had to adapt their communication strategies to ensure that policies, health advisories, and emergency responses reach citizens and employees efficiently. The World Health Organization (2020) emphasized that effective internal communication within public institutions is essential for coordinated action, especially during emergencies and policy rollouts.

In the Philippines, communication within government offices and among their employees is also crucial for delivering public service, governance, and collaboration with other authorities and agencies inside or outside the country. The Department of the Interior and Local Government (DILG) and the Civil Service Commission (CSC) have consistently advocated for improved communication mechanisms to enhance bureaucratic efficiency and citizen engagement (CSC, 2021). However, challenges such as limited manpower, delays in information dissemination, coordination gaps among offices, and the increasing volume of public information requests remain in the public sector in Laguna, affecting employee performance.

This study seeks to examine the effects of the Provincial Information Office's communication strategies on employees' work efficiency in the Provincial Government of Laguna. Specifically, it investigates how three key components, clarity of information, timeliness of dissemination, and feedback mechanisms, influence employee work efficiency in terms of timely completion of tasks, productivity levels, and collaboration and responsiveness.

Provincial Information Office's Communication Strategies

The Philippine Information Agency (2022) highlighted the growing role of Provincial Information Offices (PIOs) in supporting digital governance through multi-platform communication. The agency encouraged LGUs to adopt integrated strategies using social media, community radio, and SMS alerts to improve public awareness and service delivery.

The World Health Organization (2020) emphasized the importance of risk communication and community engagement (RCCE). While not specific to provincial offices, the guidance influenced how local government units (LGUs), including PIOs, adapted their communication strategies to ensure the timely dissemination of health protocols and updates.



The Department of the Interior and Local Government (2021) issued a memorandum urging local government units to strengthen their internal and external communication systems as part of the national government's digital transformation agenda. Internal communication refers to the flow of information within government offices and among employees to ensure coordination, efficiency, and proper execution of tasks. External communication, on the other hand, involves disseminating information from the government to the public, stakeholders, and other external entities to promote transparency and public awareness.

Clarity of Information

Clarity is important in communication for several reasons. First, it ensures the message is understood by the person receiving it. If the message is unclear, the person may misinterpret it, leading to misunderstandings. Second, clarity prevents misunderstanding and conflict. Lastly, clarity is important for effective communication. If the message is unclear, it would be difficult for the recipient to take action. For communication to be effective, it must be clear (Lacinai, 2022).

Philippine News Agency (2025) reported on a national gathering of information and communication officers from government agencies and LGUs, with a focus on bridging information gaps. The event highlighted the shared responsibility of public institutions to ensure that citizens receive clear, accurate, and timely information.

Reuters Institute Digital News Report (2025), as cited by the Manila Standard, revealed that Filipino concern over online disinformation reached a record high of 67%. This surge in concern underscores the need for government agencies, including Provincial Information Offices, to provide clear and verified information to counter misinformation and maintain public trust.

Timeliness of Dissemination

Information dissemination plays a crucial role in today's rapidly evolving information landscape. In a world inundated with data, understanding effective strategies for relaying information is essential for businesses, organizations, governments, and individuals alike. Information dissemination, at its core, involves the strategic distribution of information to an intended audience to inform, educate, or influence behavior and decision-making.

In this context, timeliness of dissemination has become a vital element of effective communication, particularly in public sector organizations where delayed information can affect decision-making and service delivery. According to the Organization for Economic Co-operation and Development (OECD, 2021), the timely dissemination of information is essential in ensuring that government institutions remain responsive and capable of addressing the needs of both employees and the public.

Feedback Mechanism

Feedback mechanisms play a pivotal role in enhancing the quality of communication. They facilitate a two-way exchange of information, enabling the sender to gauge the effectiveness of their message and allowing the receiver to seek clarification or provide insights.

Without the proper feedback, communication becomes a one-sided process, susceptible to misunderstandings, misinterpretations, and missed opportunities (Singh, 2023).

Citizen feedback is a vital tool for improving frontline government services. Their report highlighted that beyond measuring satisfaction, agencies must use feedback to set performance standards and refine service quality. This approach encourages Provincial Information Offices to integrate feedback loops into their communication strategies to better align with public expectations (Development Academy of the Philippines, 2022).

Work Efficiency of Employees

Based on past employee efficiency and productivity, the employer determines whether an employee should receive a raise. Efficiency is the ability to do things efficiently or a strategy to save time and effort.

Employee efficiency is influenced by both financial and organizational factors such as time management, workplace structure, and motivation systems. According to Campbell and Wiernik (2021), employee performance is strongly determined by how effectively individuals manage time, prioritize tasks, and respond to organizational demands within structured work environments.

Feedback mechanisms are essential for fostering transparency and responsiveness in government operations. The Marcos administration initiated efforts to develop a more comprehensive feedback system to ensure that citizens could actively help shape public policies and programs. This initiative emphasized that feedback should not only be collected but also analyzed and acted upon to improve communication and service delivery (Office of the Press Secretary, 2022).

Timely Completion of Tasks

Time management is the process of planning and exercising conscious control of the time spent on specific activities to work smarter rather than harder. It is a juggling act of various things that help you increase efficiency and strike a better work-life balance.

Employees feel less stressed, achieve tasks with greater focus, and gain time for personal well-being. For businesses, this means projects stay on track, resources are optimized, and customer satisfaction improves (Kashyap, 2024).



When government offices implement clear performance indicators and align employee roles with organizational goals, task execution becomes more efficient. The study recommended that Provincial Information Offices adopt time-bound planning and regular progress reviews to ensure that deliverables are met without delay (Philippine EJournals, 2024).

Productivity Level of Employees

Productivity, on the other hand, can be explained as the quality of being productive. The word also explains the effectiveness of productive effort, especially in industry, as measured by the rate of output per unit of input.

Recent organizational research emphasizes that productivity is not determined solely by extended time or increased resources, but by the effective use of existing resources and streamlined work processes. When employees can manage tasks efficiently within available constraints, organizations achieve higher levels of output, performance consistency, and operational effectiveness (Bakker & Demerouti, 2022).

According to Statista (2025), the Philippine labor market experienced its lowest unemployment rate since 1999, and underemployment also dropped significantly. These trends suggest that more workers are engaged in productive roles, although concerns remain about job quality and digital skill gaps.

Collaboration and the Responsiveness of Employees

Collaboration and responsiveness are increasingly viewed as strategic competencies in government work environments. Interpersonal coordination, leadership support, and timely communication significantly influence employee performance in public service. This recommends that provincial offices foster a culture of shared responsibility and open dialogue to enhance responsiveness and collaborative task execution (Corral, 2025).

Collaboration in the workplace involves a group of people sharing their ideas and skills to achieve a common goal. Working collaboratively rather than individually improves productivity and gives employees a sense of purpose within the organization. It also becomes easier to brainstorm ideas for solving an existing problem or delivering the required work on time. (Kissflow, 2025).

Conceptual Framework

Several studies emphasized that communication strategies significantly affect employees' work efficiency and organizational performance. Regarding the independent variable, clarity of information, timely dissemination, and feedback mechanisms are considered essential communication practices in organizations. According to the International Journal of Environmental Research and Public Health, effective organizational communication improves employees' understanding of tasks, reduces workplace misunderstandings, and enhances coordination among workers (Ruck & Welch, 2021). Similarly, timely dissemination of information enables employees to respond efficiently to organizational concerns and perform their responsibilities effectively.

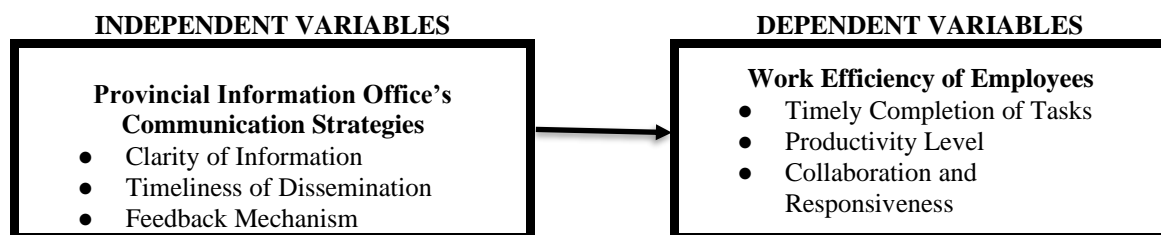


Figure 1. Research Paradigm

The conceptual framework of this study is anchored on the effect of the Provincial Information Office's communication strategies on the work efficiency of employees in the Provincial Government of Laguna. It seeks to examine how strategic communication practices influence employee performance in terms of timely task completion, productivity level, collaboration, and responsiveness in the workplace.

This study is guided by the Media Richness Theory (MRT), developed by Daft and Lengel in the 1980s, which posits that communication media vary in their ability to convey information effectively and reduce ambiguity. The theory posits that communication effectiveness depends on the richness of the medium, which is determined by its capacity to provide immediate feedback, convey multiple social cues, and support clear and precise messaging.

Regarding the independent variable of this study, MRT explains that information clarity is strengthened when communication is delivered through richer media, as these reduce misinterpretation and improve message understanding. Timeliness of dissemination is also enhanced by media that enable faster transmission and immediate clarification of information, which is crucial for organizational decision-making.

Regarding the dependent variable, MRT explains how the choice of communication medium affects employees' work efficiency. Timely task completion improves when employees receive clear, prompt instructions that minimize delays and confusion. Productivity is enhanced when communication is accurate and immediately understood, allowing employees to perform tasks efficiently without repeated clarification. Collaboration and responsiveness are likewise strengthened through richer communication channels that facilitate coordination and immediate interaction among employees.



The independent variable is the Provincial Information Office's Communication Strategies, which comprises three key components: (1) Clarity of Information, (2) Timeliness of Dissemination, and (3) Feedback Mechanism. These elements highlight the office's capacity to deliver accurate, timely, and accessible information through appropriate channels while ensuring two-way communication with stakeholders. The dependent variable is Work Efficiency of Employees, measured through three indicators: (1) Timely Completion of Tasks, (2) Productivity Level, and (3) Collaboration and Responsiveness. These indicators represent the operational outcomes of effective communication.

Statement of the Problem

Specifically, the study sought answers to the following objectives:

1. The level of Provincial Information Office's Communication Strategies in terms of the following areas:
 - 1.1 Clarity of Information,
 - 1.2 Timeliness of Dissemination, and
 - 1.3 Feedback Mechanism.
2. The level of the work efficiency of employees in the provincial government of Laguna in terms of:
 - 2.1 Timely Completion of Tasks,
 - 2.2 Productivity Level, and
 - 2.3 Collaboration and Responsiveness.
3. The significant effect of the Provincial Information Office's Communication Strategies on the work efficiency of employees in the provincial government of Laguna.
4. The output that would enhance Provincial Information Office's Communication Strategies to improve the work efficiency of employees.

METHODOLOGY

Design

This study employed a quantitative research design to examine the effects of the Provincial Information Office's communication strategies on employees' work efficiency in the Provincial Government of Laguna. In this study, this design is appropriate because it enables the researcher to evaluate the relationship between specific communication strategies, such as clarity, timeliness, and feedback, and measurable indicators of employee work efficiency in the provincial government of Laguna, including task completion, productivity, and collaboration/responsiveness.

According to Riungu (2023), quantitative research designs are essential for producing replicable and generalizable findings, especially when investigating organizational dynamics and performance outcomes. Quantitative design is a structured approach that relies on numerical data to explore patterns, relationships, and outcomes. Meanwhile, Babbie (2020) emphasizes that quantitative research provides a systematic framework for testing theoretical models and evaluating organizational interventions. It supports the use of inferential statistics to determine the strength and significance of relationships between independent and dependent variables, which is central to this study's objectives.

Effective communication strategies play an important role in improving organizational efficiency and employee performance. According to International Journal of Business Communication, communication clarity helps employees better understand organizational goals, responsibilities, and work expectations, resulting in improved job performance and reduced workplace misunderstandings (Men & Yue, 2021).

In addition, the timely dissemination of information is considered essential in maintaining smooth organizational operations. A study published in the Journal of Organizational Effectiveness found that organizations that provide employees with immediate, up-to-date information experience better coordination, faster decision-making, and increased work efficiency (Lopez & Martin, 2022).

Feedback mechanisms are also significant components of organizational communication. According to Garcia and Flores (2021), effective feedback systems encourage collaboration, improve employee responsiveness, and strengthen workplace relationships. Employees who receive regular feedback are more likely to improve their performance and maintain accountability in accomplishing organizational objectives.

Several studies also highlighted the relationship between communication strategies and employee productivity. Research published in Sustainability revealed that organizations with effective internal communication practices tend to have employees with higher productivity and stronger teamwork (Kim & Kim, 2021).

Moreover, in public organizations and government institutions, communication practices are necessary to ensure efficient service delivery. According to Reyes and Santos (2023), government offices that utilize clear and responsive communication systems demonstrate improved employee coordination and better public service outcomes.

Clarity of information is an important factor in workplace coordination because it affects how employees interpret and execute assigned tasks. According to International Journal of Human Resource Studies, unclear instructions in organizations often lead to delays, errors, and reduced task accuracy, while well-structured information improves employees' understanding and job execution (Al-Hawari & Baruch, 2021).



Timeliness of information dissemination is also crucial in maintaining smooth organizational operations. A study published in the Journal of Management Information Systems found that delayed communication negatively affects workflow continuity, while timely updates improve decision-making speed and operational responsiveness (Kwahk & Park, 2021).

Feedback mechanisms strengthen coordination and responsiveness among employees. According to Human Resource Management Journal, organizations that implement structured feedback systems experience higher employee accountability and improved task performance due to continuous performance guidance (Breevaart et al., 2022).

In public sector organizations, structured communication processes are essential for efficient operations. A study in Government Information Quarterly emphasized that government offices with organized information flow experience fewer operational delays and improved employee coordination (Chen & Lee, 2021).

Work efficiency, which includes timely completion of tasks, productivity, and collaboration, is strongly influenced by workplace information systems. According to Journal of Organizational Behavior, employees who receive accurate and timely work-related information tend to complete tasks faster and demonstrate higher productivity and teamwork performance (Grant & Parker, 2022).

In the Philippine government setting, communication practices play a vital role in ensuring efficient public service delivery. According to a study conducted by Philippine Journal of Public Administration, government employees who receive clear and well-structured information from their offices tend to perform tasks more efficiently and with fewer errors (de Leon & Domingo, 2021).

In local government units, timely dissemination of information is essential for maintaining smooth operations. A study by DLSU Business & Economics Review found that delays in information flow within LGUs often result in delayed service delivery, miscommunication among employees, and reduced productivity (Reyes & Mendoza, 2022).

Feedback mechanisms are also emphasized in studies involving Philippine workplaces. According to research published in Asia Pacific Journal of Multidisciplinary Research, employees in government institutions who regularly receive feedback from supervisors demonstrate higher work accuracy, better collaboration, and improved responsiveness to assigned tasks (Santos & Cruz, 2021).

Respondents of the Study

The study's respondents were employees of the Laguna Provincial Capitol Office from various departments and functions. A total of 90 employees were selected through stratified random sampling with proportional allocation to ensure that each department and function was adequately represented in proportion to its population size. This sampling technique allows the researcher to divide employees into distinct strata and determine the sample size for each group in proportion to its size, ensuring fair representation across different roles within the organization.

Table 1.

Population and Sample Distribution of Employees in the Laguna Provincial Capitol Office

Employee Group / Department	Population	Percentage	No. of Respondents (Sample Size)
Administration & HR	35	24.1%	22
Finance & Budget	30	20.7%	19
Planning & Development	25	17.2%	15
Engineering & Public Works	25	17.2%	15
Health & Social Services	30	20.7%	19
Total	145	100%	90

The table presents the population and sample distribution of employees in the Laguna Provincial Capitol Office across different departments. Out of a total population of 145 employees, 90 were selected as respondents using proportional allocation based on departmental size. The Administration & HR group represents the largest share of respondents at 24.4%, followed closely by Finance & Budget and Health & Social Services, each at 21.1%. Planning & Development and Engineering & Public Works each contribute 16.7% of the sample. This proportional distribution ensures that the survey captures a representative cross-section of employees across all key functional areas of the provincial government, enabling reliable insights into the office's operations and communication practices.

This approach is supported by sampling principles, which emphasize that proportional allocation improves representativeness by ensuring that all subgroups within a population are properly represented in the sample. According to the International Journal of Social Research Methodology, stratified and proportionally allocated samples reduce sampling bias and improve the validity of comparative analysis across groups (Etikan & Bala, 2021).

Similarly, research published in Survey Research Methods highlights that proportional sampling is particularly useful in institutional or workplace studies where populations are divided into functional units, as it ensures that each unit contributes to the overall findings in proportion to its size within the organization (Lohr, 2022).

In the context of public administration, representative sampling is essential to capture diverse perspectives across departments. Studies in the Philippine Journal of Public Administration emphasize that government offices often comprise



heterogeneous units, and that proportional representation enables researchers to accurately reflect organizational realities and improve the credibility of findings (de Leon & Domingo, 2021).

Data Gathering Procedures

To determine the effect of the Provincial Information Office’s communication strategies on the work efficiency of employees in the provincial government of Laguna, a survey was conducted to gather data. The survey employs a 4-point Likert scale to capture employees’ perceptions of both the Provincial Information Office's communication strategies and their own work efficiency. A 4-point scale was chosen to eliminate a neutral or undecided midpoint, encouraging respondents to take a clear stance on each statement. This approach provides more decisive data, reduces central tendency bias, and allows for meaningful differentiation between levels of agreement or disagreement. The scale ranges from 1 (Strongly Disagree) to 4 (Strongly Agree), with corresponding interpretations from Very Low to Very High. Cronbach’s alpha was used to assess the reliability of the survey instrument by evaluating the internal consistency of the items, ensuring that the scale measured the intended constructs accurately.

The survey questionnaire developed by the researcher consisted of two main parts: the Provincial Information Office’s Communication Strategies and employees' work efficiency. The Provincial Information Office’s Communication Strategies part focused on three key areas: (1) Clarity of Information, (2) Timeliness of Dissemination, and (3) Feedback Mechanism. Respondents were asked to rate their agreement with statements related to these areas or strategies. The work efficiency of employees’ part explored areas such as (1) Timely Completion of Tasks, (2) Productivity Level, and (3) Collaboration and Responsiveness.

Furthermore, the questionnaire was originally developed by the researcher and underwent expert validation to ensure its content validity, item clarity, relevance to the study variables, and appropriateness for the intended respondents. The validation process involved review and evaluation by individuals with expertise in research methodology and communication studies. Their feedback and recommendations were carefully considered and incorporated to improve the instrument's quality and reliability prior to its administration.

Data Analysis

The data from the survey questionnaires were analyzed using IBM SPSS version 25. The statistical methodologies used in the study were chosen to meet the research goals and provide meaningful data on the impact of the Provincial Information Office's Communication Strategies on the job efficiency of Laguna's provincial government workers.

Specifically, to assess the effectiveness of the Provincial Information Office's communication strategies, statistical measures such as the weighted mean and standard deviation were employed. These statistical tools aided in the evaluation of answers in three critical areas: (1) Clarity of Information, (2) Timeliness of Dissemination, and (3) Feedback Mechanism. Furthermore, weighted mean and standard deviation were used to establish the degree of work efficiency of Laguna provincial government personnel, which measures (1) timely task completion, (2) productivity level, and (3) collaboration and responsiveness. Finally, linear regression analysis was used to estimate the significance of the Provincial Information Office's Communication Strategies on the work efficiency of Laguna's provincial government employees.

RESULTS AND DISCUSSIONS

Multiple regression analysis of Provincial Information Office’s Communication Strategies on the work efficiency of employees in the provincial government of Laguna in terms of Collaboration and Responsiveness

Predictors	Unstandardized Coefficient (B)	Std. Error	T-value	p-value	Decision	Interpretation
Clarity of Information	-0.079	0.084	-0.944	0.348	Failed to Reject Ho	Not Significant
Timeliness of Dissemination	0.339	0.110	3.081	0.003	Reject Ho	Significant
Feedback Mechanism	0.024	0.099	0.243	0.809	Failed to Reject Ho	Not Significant

Test used: Linear Regression Analysis at 0.05 level of significance

Table 3.3 illustrates how the Provincial Information Office’s communication strategies affect employees' Collaboration and Responsiveness in the Provincial Government of Laguna. According to the data, the only factor that significantly influences how well employees work together and respond to needs is the Timeliness of Dissemination (B=0.339, p=0.003). Because the p-value is much lower than 0.05, this result is statistically significant, proving that the speed at which information is shared is the most critical driver of teamwork. When employees receive information promptly, they are better able to coordinate their efforts, sync their schedules, and respond quickly to public demands.

Kwahk and Park (2021) emphasized that timely information systems enhance coordination and responsiveness by enabling faster alignment of tasks and decisions within organizations. In addition, Dwivedi et al. (2021) highlighted that real-time information dissemination improves organizational agility and strengthens collaborative performance among employees.



On the other hand, Clarity of Information ($B=-0.079$, $p=0.348$) and the Feedback Mechanism ($B=0.024$, $p=0.809$) are not significant predictors for this specific category. Both factors failed to reach the 0.05 level of significance, indicating they do not have a consistent impact on employee collaboration.

In line with this, Chen and Lee (2021) pointed out that in public sector organizations, the timing of communication often has a stronger influence on coordination than message clarity, especially in environments that require immediate response. Reyes and Mendoza (2022) further noted that, in Philippine local government units, delays in information dissemination commonly lead to coordination issues, while timely updates improve inter-department collaboration and responsiveness.

In summary, the analysis shows that, to improve collaboration and responsiveness among government staff, the Provincial Information Office should prioritize speed. While clear writing and feedback are helpful for other tasks, they do not drive teamwork as effectively as the timely delivery of information.

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AI Declaration

The researchers used Grammarly Pro as an AI-assisted language editing tool during the preparation of this manuscript. Its use was limited to correcting grammatical errors, improving sentence structures, and enhancing readability. The conceptualization of the study, data collection, interpretation of findings, and writing of the substantive content were performed by the researchers. All AI-generated suggestions were critically reviewed before incorporation into the final document.