

The Correlation between the Level of Utilization and the Level of Effectiveness of Communication Tools Used by Selected Members of ACDI Multipurpose Cooperative

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Abstract. The study aimed to assess the level of utilization and the level of effectiveness of communication tools used by selected members of ACDI Multipurpose Cooperative. It used the descriptive survey method. The respondents were the employees of ACDI Multipurpose Cooperative from different divisions, departments, and branches nationwide. Frequency, Percentage Distribution, Weighted Mean, and Spearman's Rank Correlation were the statistical tools employed for the analysis of this study. The majority of respondents were young adults, predominantly women. This trend aligns with the cooperative's focus on lending and savings tailored for members from the Armed Forces of the Philippines (AFP) and other civilian clients. Most of the employees held bachelor's degrees and occupied rank-and-file positions, with a considerable tenure of over five (5) years in the cooperative's service. The researcher recommended that management should continue its proper implementation for the cooperative's efficient and effective operations. Empower rank-and-file employees through seminars and training sessions in communication management. The Education and Training Department should design training programs focusing on communication management, ensuring a smooth flow of communication from the Board of Directors down to management and employees. Additionally, conduct a comprehensive evaluation of various communication tools available in the market.

Keywords: *Communication tools, workplace communication, ACDI Multipurpose Cooperative, communication practices, communication management*

INTRODUCTION

Communication is a crucial factor for any organization in the coordination process among its people and in facilitating the information exchange within its structure. Good communication is key in fostering successful management of activities between employers and employees. Georges and Coleman (2021) stated that if the members or employees do not feel informed or connected with their organization, their attitudes and perceptions can have a major impact on the success or failure of the organization.

Every organization emphasizes effective communication to have a strategic approach to accomplish the desired goals, vision, and mission of the organization. Through a hierarchical organizational structure and various divisions and/or departments, the organization expects employees to have decision-making in the business operation in coordination in conjunction with other departments. According to a study by Denisova (2007), managers and staff should understand how communication is a crucial component of business, particularly in organizations with dispersed locations and divisions that need to establish a clear communication channel for efficient operations.

Having an effective and efficient communication tool is important for the structure to guarantee that all business dealings are successfully and properly communicated among the staff may it be staff or managers involved in their communication process. Accordingly, ACDI Multipurpose Cooperative, a lending institution like any other organization in the industry, includes individuals from the members of the Board of Directors to Top Management and down to its employees, all of them have assigned specific tasks and responsibilities that are beneficial in the operation of the organization. Failure to convey those tasks and responsibilities will lead to adverse outcomes, ultimately contributing to the failure of the organization. Therefore, it is important to ensure that every message or information in the organization is effectively sent and received to generate positive results.

Throughout its more than four decades in the cooperative business, ACDI MPC has established itself as one of the leading providers of savings, investment, and loan services in the Philippines. Currently serving active, retired, and regular civilian personnel of the Armed Forces of the Philippines (AFP), regular employees of the ACDI MPC, permanent employees

of domestic aviation companies, and their dependents, the cooperative is regarded as one of the most respected in the industry. To be one of the biggest or the outstanding cooperatives is not simply to be the best nor to outperform others. To be an industry leader is to be a trendsetter, a model wherein viability as a business enterprise can be reached through member-oriented and socially responsible means; that is the Cooperative Way.

The Cooperative's sustained growth has been anchored on a visionary multi-year plan, through which it continues to put in motion programs and initiatives that will further grow the business and grow the organization to advance the Cooperative's growth strategies. Sustaining the growth momentum of ACDI MPC is driven by the Cooperative's commitment to good governance, operational excellence, capacity-building, and people development. Good governance by the Board of Directors supported by the operational thrusts of the Management are geared towards making operations more efficient; diverse products more competitive; and, the quality of services even much better.

Reaching organizational goals requires the strategic use of effective managerial communication. Managers in every organization are striving to become better communicators and must consider these, first, they need to make improvements to the information they want to convey through their message, and second, individuals need to get better at understanding what other people are trying to say to them; they should aim to understand other people as well as to be understood. Members of an organization have personal goals in addition to the physical location, purpose, and goals of the organization. In an organizational setting, all of these factors interact to create what are known as organizational climates.

However, the organization's ineffective communication can result in uncertainty, apprehension, and dissatisfaction, which may affect the employees' productivity in the organization. Therefore, it is necessary for managers in the organization to effectively communicate with their staff using various communication tools, whether they be new or old media platforms.

In ACDI MPC, various communication tools were being utilized such as new media, traditional media, and other media for information dissemination, for communicating with its members and employees, for meetings with its management and officers in the cooperative,

and for implementing policies and procedures about the operation of the cooperative. Therefore, assessing the effectiveness of organizational communication strategies is deemed necessary.

Statement of the Problem

This research specifically aimed to address the following research questions:

1. What is the profile of the respondents in terms of age, gender, educational attainment, position classification, and length of service?
2. What is the level of utilization of communication tools used by the employees of ACDI MPC in terms of:
 - a. traditional media - flyers, brochures, annual reports, memorandums, pamphlets, reports (e.g. financial, opns, etc), ACDigest, bulletin or notice boards, and employees handbook;
 - b. new media - mobile phone, telephone, emails, 4 social media (Facebook, Messenger, Instagram, online meetings); and
 - c. others: focus group discussion, staff meetings, management meetings, and BOD Meetings?
3. What is the perceived effectiveness of the communication tools used by ACDI MPC in their information dissemination?
4. Is there a significant relationship between the utilization and effectiveness of the communication tools used by ACDI MPC in their information dissemination?

Significance

This study, along with the data that was generated from it, proved to be very significant to several people and organizations. The following individuals will be the ones who will benefit from this study, which is viewed from an inductive perspective.

Cooperative Sector. This research will help the cooperative by enhancing and improving the communication tools utilized by its employees. It will build employee morale, satisfaction, and engagement. It will also serve as one of the sources of information for the employees and members, especially when it comes to the decision-making process, aiding in the identification and assessment of alternative courses of action.

ACDI Multipurpose Cooperative. This research will help ACDI Multipurpose Cooperative to develop a program of action that will improve its organizational communication tools. Effective communication fosters strong relationships among employees, and open channels of communication can pave the way for new ideas and innovations in various areas that will help and bring success to its operations.

Board of Directors and Officers. This research will allow the BODs to identify areas for improvement and take necessary action to have effective communication practices in place in the ACDI Multipurpose Cooperative.

ACDI Employees. This study will be essential to their freedom of information and access to all policies, processes, and information being applied to all ACDI MPC employees.

General Public. This study will provide the strategies and techniques for improving the organizational communication tools of an organization because making use of excellent communication techniques guarantees that the message gets to the audience in the intended and accurate format. Additionally, communication enables the public to forge connections, influence decisions, and drive change. Effective information sharing is made possible through effective communication and the exchange of ideas positively and productively.

United Nations Social Development Goals. This research is aligned with SDG 8: Decent Work and Economic Growth. This study investigates how various communication tools in organizations impact the United Nation's goal of achieving decent work and economic growth. Its significance lies in shaping plans to increase organizational efficacy, direct the creation of policies, fill the research gaps, encourage responsibility, and eventually support sustainable development goals. By examining the level of utilization and effectiveness of communication tools, this research can identify areas in which organizations might benefit from improved procedures. By encouraging organizations to evaluate their communication strategy and make the required changes to better support the SDG goal.

LITERATURE REVIEW

The researcher obtained the necessary knowledge and information for this study through the review of literature and studies, both domestically and internationally. It mainly focused on the assessment of the level of utilization of various communication tools and the level of effectiveness of those communication tools being employed by employees of ACDI Multipurpose Cooperative. According to the study, communication is a complex process that can occur in oral, written, and non-verbal forms (Mulder, 2016). Additionally, Peng et al. (2018) stated that without communication, organizations cannot function; it raises understanding throughout the whole organization and achieves consistency and coherence. Cooperatives are organizations, governed by their members and elected board of directors (Ortman & King, 2007).

Communication is a crucial factor for any organization in the coordination process among its people and in facilitating the information exchange within its structure. Good communication is key in fostering successful management of activities between employers and employees. Georges and Coleman (2021) stated that if the members or employees do not feel informed or connected with their organization, their attitudes and perceptions can have a major impact on the success or failure of the organization.

The different institutes, organizations, and industries promoted the use of effective communication tools to ensure that both top management and rank-and-file employees of the organization could achieve predetermined objectives, and goals, and maintain a clear vision of the organization. Communication channels are an essential component of industrial strategies in organizations to motivate employees and boost overall happiness, which in turn leads to an increase in the organizations' inclination task and earnings (Argenti 2009).

Communication stands as a key factor of success for any organization in the industry. Every organization maintains its effective communication to attain its vision and goals. Communication is a complex process that can occur in oral, written, and nonverbal forms (Mulder, 2016). Peng et al. (2018) argued organizations cannot function without communication because it raises understanding throughout the whole organization and achieves consistency and coherence. Organizational communication literature largely

attributes an organization's success to its ability to communicate effectively (Husain, 2013; Muscalu et al., 2013; Spaho, 2011). Having a variety of communication tools is crucial for every organization, especially when interacting with its members and employees. By utilizing various communication methods, the organization can ascertain the requirements of its workforce, offer feedback, and enhance employee engagement and performance.

Organizational leaders anticipate increased organizational communication change. (Barratt-Pugh, Bahn, & Gakere, 2013). Every leader should strive to develop excellent communication techniques (Barratt-Pugh et al., 2013). Organizational transformation is often facilitated by communication, which also involves the creation of new organizational cultures, job-related functions, and organizational restructuring. (Barratt-Pugh et al., 2013; Parfitt, 2014). Every organization could benefit from effective communication to plan and investigate tactics that will satisfy the needs of both employees and members.

Integrating communication platforms or channels in every organization, especially in the Cooperative's strategic communication plan could help foster the relationship between the cooperative and its members. Building and maintaining ties with external publics, such as cooperative members, is facilitated by communication for organizations. These connections are essential to a company's performance, and in certain situations, a lack of communication can negatively impact a relationship and result in the demise of the business.

In every cooperative, communication was the key to success in this business industry. Any method for creating and receiving a message, such as signs, language, codes, body language, technical equipment, etc., is referred to as a communication channel. An organization had the option to employ or forego using a channel as a communication tool. A certain channel could be the best choice in some instances and completely ignored in others. Channels could be used in combination or one-to-one. Numerous circumstances with complementarity using various communication channels, such as the phone, text messaging and email, face-to-face conversation, and Facebook, are demonstrated by some studies (Ruppel, 2014). The cooperative's capacity to use efficient communication channels, especially when combined, was based on its degree of social competency.

A cooperative's strategic communication plan could strengthen the bond between the organization and its members by incorporating various communication channels, whether they be new or traditional media. McCowen, 2018; Walter, 2017; White, 2013), justifying a cooperative's use of social media platforms and online communication channels when targeting their members. These new media tools could specifically help a cooperative attract and engage younger members (Georges & Coleman, 2021). Social media networks and widespread internet access could allow alternative audiences, such as extended family members and landlords, to stay informed about the cooperative despite geographical proximity (Georges & Coleman, 2021; Keeling-Bond & Bhuyan, 2011).

Every communication channel whether traditional or new media had a limit of information that can be conveyed in a specific time, and this maximum information defines the channel's effectiveness. By relying more on some channels and less on others, people or organizations select alternative channels. There was a correlation between effectiveness and communication costs. Effectiveness issues were typically referred to be tasks related to optimizing or identifying the best potential solution.

The various research, studies, and articles of different authors about different communication tools in an organization, their significance, and their effects on their employees or members provided the researcher with support and assistance in articulating their importance to the cooperative and the successful and efficient management of company operations.

Additionally, this study's evaluation was aided by the principles and various thoughts of the aforementioned authors to assess the level of utilization and level of effectiveness of various communication tools being implemented in ACDI Multipurpose Cooperative. Additionally, they emphasized the importance of having effective communication in an organization, particularly for information dissemination in the organization.

METHODOLOGY

Data Gathering

The researcher constructed a survey questionnaire based on her evaluation of other existing communication strategies-related questionnaires. Then, sought the advice of experts for valuable insights and suggestions. Upon such recommendation, the instrument was validated by at least three (3) experts. Once revised, validated, checked, and approved by the adviser, the researcher requested approval for the conduct of survey research about the effectiveness and utilization of stated communication tools being utilized by the employees of the cooperative.

Moreover, the researcher conducted the study through an online survey to collect data for the research. The questionnaire serves as the instrument for this study. The research used Google Forms as a platform for the survey that was distributed to the respondents of the study. The demographic profile of the respondents was addressed in the first section of the questionnaire while the assessment of organizational communication tools utilized by employees of ACDI MPC was the second section of the survey questionnaire. The questionnaire underwent validation to make sure that the topic would be answered.

RESULTS AND DISCUSSION

This research was conducted to assess the correlation between the level of utilization and the level of effectiveness of communication tools used by selected members of ACDI MPC. Analysis and data interpretation were grounded in the result of the survey questionnaire, focusing on quantitative data analysis. A total of three hundred (300) survey questionnaires were distributed using Google Forms, and the two hundred ninety-seven (297) completed questionnaires were the basis for the result computation.

Demographic Profile of the Respondents

This provides valuable demographic information about the participants of this study centering on their age, gender, educational attainment, position classification, and length of service. These details were essential for contextualizing the research findings.

Age

Table 1

Result of Frequency and Percentage Distribution of the Respondents in terms of Age

Age	Frequency	Percentage (%)
25 years old and below	78	26.3
26 to 35 years old	184	62.0
36 to 45 years old	27	9.1
46 to 55 years old	4	1.3
56 years old and above	4	1.3
Total	297	100.0

The frequency and percentage distribution of respondents by age are shown in Table 1. Specifically, seventy-eight (78) individuals, constituting 26.3%, are 25 years old or younger, while one hundred eighty-four (184) respondents, comprising 62.0%, fall within the 26 to 35 age bracket. Moreover, twenty-seven (27) participants (9.1%) are aged 36 to 45, with four (4) individuals each (1.3%) falling into the 46 to 55 and 56 years old and above categories.

Most of the respondents, aged 26 to 35, suggest that ACDI Multipurpose Cooperative employs young professionals keen on exploring new career growth and better opportunities. Reddy's article stated that the enthusiasm of young employees in their initial job roles, their adherence to company policies, and their sincerity in the workplace, are qualities that often make them sought after by employers. Furthermore, young employees frequently generate advanced ideas that significantly impact the organization's growth.

Similarly, Fertik (2011), in his article stated that 'Managing and Motivating Employees in their Twenties,' notes that young individuals exhibit a strong eagerness for learning and seek affirmation for their work. He emphasizes that these individuals are notably motivated by ongoing education and recognition, rather than solely by incremental salary increases.

Gender

Table 2

Result of Frequency and Percentage Distribution of the Respondents in terms of their Sex

Sex	Frequency	Percentage (%)
Male	75	25.3
Female	222	74.7
Total	297	100.0

Table 2 shows the frequency and percentage distribution of respondents' gender. Findings reveal that two hundred twenty-two (222) individuals, constituting 74.7%, identify as female, while seven-five (75) respondents, comprising 25.3%, identify as male. The majority of the respondents of the study are female, suggesting a higher representation of women within the cooperative.

This outcome aligns with the insights shared in the article published by the committee for the promotion and advancement of cooperatives (2015), highlighting a global trend where more women are joining cooperative organizations, thereby gaining increased financial resources access. For instance, in South Africa, women constitute 60% of cooperative members across various sectors while 95% of cooperative members in consumer cooperatives in Japan are women. Additionally, in Italy, 95% of female members have a high performance in fashion cooperatives (Duguid et al., 2016).

Educational Attainment

Table 3

Frequency and Percentage Distribution of the Respondents in terms of their Educational Attainment

Educational Attainment	Frequency	Percentage (%)
Bachelor's Degree	263	88.6
Postgraduate Degree	8	2.7
Master's Degree	25	8.4
Doctorate Degree	1	0.3
Total	297	100.0

In terms of the educational background of the respondents, Table 3 displays that two hundred sixty-three (263) individuals, accounting for 88.6%, have a college degree, twenty-five (25) respondents (8.4%) possess a master's degree, eight (8) or 2.7% have a postgraduate qualification, and one (1) respondent or 0.3% has a doctorate. Results indicated that two hundred ninety-seven (297) respondents, the majority, have college degrees.

It shows that education plays a significant role in the career attainment of an individual. According to Jimenez et al. (2015), individuals with a higher level of education may have a greater probability of acquiring personal goals. Moreover, quality of education is often thought to be a signal that managers use when making hiring and promotion decisions. Similarly, ACDI Multipurpose hires and retains the best workforce who will contribute to the success and development of the organization.

Position Classification

Table 4

Frequency and Percentage Distribution of the Respondents in terms of their Position Classification

Position Classification	Frequency	Percentage (%)
Staff	179	60.3
Assistant	48	16.2
Supervisor	16	5.4
Manager	54	18.2
Total	297	100.0

Table 4 illustrates the distribution of employee respondents among different positions. Among the two hundred ninety-seven (297) respondents, the majority have staff positions, totaling one hundred seventy-nine (179) individuals or 60.3%. The second-largest group comprises managers, numbering fifty-four (54) or 18.2%, followed by assistants with a frequency of forty-eight (48) or 16.2%. The supervisor role has the smallest representation with only sixteen (16) individuals or 5.4%.

The outcome validates Mayhew's (2012) article, which argues that regular employees are essential to any organization's success. Mayhew claims that since rank-and-file workers are

alone in charge of producing the goods that businesses sell, their absence could have a detrimental effect on productivity. However, the workers who contribute the most to the company are frequently given insufficient attention.

Length of Service

Table 5

Result of the Frequency and Percentage Distribution of the Respondents in terms of their Length of Service

Length of Service	Frequency	Percentage (%)
0 – 5 years	117	39.4
6 – 10 years	132	44.4
11 – 15 years	40	13.5
16 years and above	8	2.7
Total	297	100.0

Table 5 shows the frequency and percentage distribution of respondents based on the length of employment they served in the cooperative. Among the participants, one hundred thirty-two (132) individuals, or 44.4% have been employed for 6 to 10 years, one hundred seventeen (117), or 39.4% have worked for less than five years, forty (40) or 13.5% have a tenure of 11 to 15 years, and eight (8) or 2.7% have been employed for over sixteen years. The majority of respondents, constituting those who worked for six to ten years, were part of the Cooperative for that duration.

The study by Pinho et al. (2014) provides support for this outcome. Business managers can sustain a healthy work environment by implementing an effective organizational culture. Healthy customer service, employee-focused management, good interpersonal relationships, exceptional leadership, and an ethical decision-making process are a few examples of positive cultures (Shannon, 2018). Managers are in charge of setting up the conditions and providing rewards that inspire and involve staff members to do quality work and accomplish the overarching aims and objectives of the organization (Vidyarthi et al., 2014). Managers use their communication expertise to establish a consistent work environment (Sahin et al., 2014).

Level of Utilization of Communication Tools used by the Employees of ACDI MPC in terms of Traditional Media, New Media and Other Methods

Traditional Media

Table 6

Level of Utilization of Communication Tools Used by the Employees of ACDI MPC in terms of Traditional Media

Traditional Media	Mean	Verbal Interpretation
Flyers	3.00	Seldom
Brochures	2.87	Seldom
Annual reports	2.71	Seldom
Memorandum	3.29	Always
Pamphlets	2.61	Seldom
Reports (e.g. Financial, Inventory, Mktg etc.)	2.80	Seldom
ACDigest	2.51	Seldom
Bulletin or notice boards	2.94	Seldom
Employees Handbook	2.37	Sometimes
Grand Mean:	2.79	Seldom

Legend: *Never (1 – 1.75), Sometimes (1.76 – 2.50), Seldom (2.51 – 3.25), Always (3.26 – 4.00)*

Table 6 presents that the most commonly used communication tool by respondents is the memorandum, with a weighted mean of 3.29. Conversely, flyers, bulletin or notice boards, brochures, various reports (such as financial, inventory, marketing, etc.), annual reports, pamphlets, and ACDigest are less frequently used by the respondents with a weighted means that range from 2.51 to 3.00. Notably, the employees' handbook is among the least used, with a weighted mean of 2.37. This outcome indicates that memorandums are the preferred method of communication among respondents in the Cooperative. This tool is instrumental in disseminating information, making announcements about Cooperative operations, and implementing new policies that contribute to the organization's development.

Truly, traditional media outlets have been able over the years to attract a large number of recipients, due to their credibility in publishing news and topics of interest to the recipient, as they employ specialists to transmit the news accurately and from reliable sources (Al-Quran, 2022). The traditional media outlets' content is more reliable and accurate than the social

media outlets' content as they are subject to control and observation by the official authorities (especially government-owned traditional media outlets), they abide by the laws and regulations, they are subject to the stringent editorial standards and fact-checking procedures, and they take account of public morality (Al-Quran, 2022).

However, due to the advent of new technology, media is undergoing significant change due to new media. This term encompasses content easily accessible through various digital media forms and is often associated with social media. Kaplan and Haenlein (2010) define social media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content.” Social media's interactive and participatory features, which let users share, co-create, and edit material, are what primarily set it apart from previous digital technologies (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). Among the most popular social media platforms are Facebook, Twitter, WhatsApp, Google Chat, Skype, Yahoo Chat, Instagram, MySpace, LinkedIn, and others. Social media can also be accessed with internet-enabled PCs or linked (Francis, Peres, Lydia, & Raiji, 2019).

New Media

Table 7

Level of Utilization of Communication Tools Used by the Employees of ACDI MPC in terms of New Media

New Media	Mean	Verbal Interpretation
Mobile phones	3.77	Always
Telephone	2.81	Seldom
Emails	3.59	Always
Facebook	3.39	Always
Messenger	3.58	Always
Instagram	2.46	Sometimes
Tiktok	2.29	Sometimes
Online Meetings	3.18	Seldom
Grand Mean	3.13	Seldom

Legend: *Never (1 – 1.75), Sometimes (1.76 – 2.50), Seldom (2.51 – 3.25), Always (3.26 – 4.00)*

In Table 7, the respondents predominantly utilize mobile phones, emails, Messenger, and Facebook, each with a weighted mean ranging from 3.39 to 3.77. Following these, Instagram has a weighted mean of 2.46, and TikTok trails with a mean of 2.29. Telephone and online meetings, with weighted means of 3.77 and 3.18 respectively, are occasionally used by the respondents.

Young people's lives are increasingly influenced by new media, and popular culture now revolves around the relationships that users have with these electronic gadgets (Greenhow & Robelia, 2009). Because of its mobility and convenience, this relationship to digital media is a social factor that influences and directs user behavior. The use of online social networking sites as information sources by people is growing (Cristelia, 2017). Since technology plays a significant role in knowledge management, social media platforms and other technology-based information exchange systems were examined. Social media is quickly becoming a source of information in the United States, where social networking sites are used by about 70% of online users. (Kim, Lee, & Elias, 2015).

This trend could be attributed to respondents' preference for newer, more functional tools within new media, rather than relying on traditional media. New media offers enhanced experiences, prompting audiences to shift their media consumption habits from traditional to newer platforms. Consequently, tools like mobile phones, emails, messenger, and Facebook emerged as the primary choices for daily operations within the Cooperative.

According to Nielsen, Cornia, and Kalogeropoulos (2016), a new digital media environment has emerged as a result of the changes in the media over the past 20 years, which have been fueled by technology, informational diversity, and freedom of expression (which refers to the capacity to transmit and receive information). These developments have also led to the development of ever-more-advanced and frequently less expensive digital devices, improved connectivity, and an increase in the availability of digital media content, goods, and services. In fact, due to rising internet usage, particularly with the rise in people having mobile and home internet connections, nowadays, more than half of our time is spent on digital media, which includes using smartphones, tablets, and personal computers for online access.

Other Methods

Table 8

Level of Utilization of Communication Tools Used by the Employees of ACDI MPC in terms of Other Methods

Others	Mean	Verbal Interpretation
Focus Group Discussion	2.78	Seldom
Staff Meetings	3.17	Seldom
Management Meetings	2.68	Seldom
BOD Meetings	2.42	Sometimes
Grand Mean:	2.76	Seldom

Legend: *Never (1 – 1.75), Sometimes (1.76 – 2.50), Seldom (2.51 – 3.25), Always (3.26 – 4.00)*

Table 8 displays alternative communication methods utilized by respondents within the cooperative. The data indicates that staff meetings, focus group discussions, and management meetings are infrequently used, with weighted means ranging from 2.68 to 3.17, while Board of Directors (BOD) meetings, with a weighted mean of 2.42, are less commonly employed by the respondents.

Considering the resources that could be wasted in meetings, research has revealed that a large number of meetings are ineffective and wasteful (Romano & Nunamaker, 2001). Nonetheless, the majority of managers and experts concur that meetings are an essential and significant component of most businesses.

One of the largest issues facing managers is the amount of time they waste in meetings, but there are solutions available. Meeting facilitators can acquire the skills necessary to use meetings in a way that enhances worker satisfaction and may even increase meeting efficacy (Cohen et al., 2011). In a study, they discovered that open communication, task focus, and agenda integrity are among the procedural aspects of meetings that are linked to their efficacy (Allen et al., 2012). When considered collectively, ineffective meetings are likely to leave a lasting psychological mark on staff members, therefore it makes sense to learn about staff members' opinions on these sessions and incorporate their suggestions for change.

Perceived Effectiveness of the Communication Tools Used by ACDI MPC in their Information Dissemination

Table 9 below illustrates the perceived effectiveness of communication tools utilized by ACDI MPC employees for information dissemination through traditional media. According to the table, respondents perceive the utilization of memoranda as highly effective, with a weighted mean of 3.24. Flyers and bulletin or notice boards, both with a weighted mean of 3.01, are also deemed effective. Additionally, reports (e.g., financial, inventory, marketing, etc.), brochures, annual reports, ACDigest, pamphlets, and the employees' handbook, with weighted means ranging from 2.76 to 2.97, are interpreted as effective by the respondents.

Table 9

Perceived Effectiveness of Communication Tools Used by ACDI MPC Employees for Information Dissemination through Traditional Media

Traditional Media	Mean	Verbal Interpretation
Flyers	3.01	Effective
Brochures	2.96	Effective
Annual Reports	2.88	Effective
Memorandum	3.24	Effective
Pamphlets	2.78	Effective
Reports (e.g. Financial, Inventory, Mktg etc.)	2.97	Effective
ACDigest	2.80	Effective
Bulletin or notice boards	3.01	Effective
Employees Handbook	2.76	Effective
Grand Mean:	2.93	Effective

Legend: *Never (1 – 1.75), Sometimes (1.76 – 2.50), Seldom (2.51 – 3.25), Always (3.26 – 4.00)*

With the aforementioned results, the respondent's perceptions show that the various communications tools being used by ACDI Multipurpose Cooperative employees in information dissemination through traditional media are effective wherein employees find traditional channels to be clear, informative, and reliable for disseminating information within the cooperative.

Using social media is predicted to increase general trust through social capital, in contrast to using traditional media. According to research, location-based social network services may help build social capital in all its forms, including network resources, trust, and

reciprocity (Park & Han, 2018). Previous research has also shown that social media can affect social capital by promoting the creation of new online relationships (Tang & Lee, 2013; Yang & DeHart, (2016) as well as changing the offline relationships made in conventional social contexts, such as volunteer organizations and religious groups (Hampton et al., 2011). Conversely, traditional media, which primarily serves audiences with news and information, lacks the social interaction dynamics of social media, which makes it harder for people to trust one another on this platform. Two-way social contacts cannot be established using traditional media on social networks since it is a one-way mode of communication.

Table 10

Perceived Effectiveness of Communication Tools Used by ACDI MPC Employees for Information Dissemination through New Media

New Media	Mean	Verbal Interpretation
Mobile phones	3.58	Very Effective
Telephone	2.98	Effective
Emails	3.46	Very Effective
Facebook	3.35	Very Effective
Messenger	3.49	Very Effective
Instagram	2.69	Effective
Tiktok	2.64	Effective
Online Meetings	3.29	Very Effective
Grand Mean:	3.19	Effective

Legend: *Never (1 – 1.75), Sometimes (1.76 – 2.50), Seldom (2.51 – 3.25), Always (3.26 – 4.00)*

Table 10 illustrates the perceived effectiveness of communication tools used by ACDI Multipurpose Cooperative employees for information dissemination through new media. The table demonstrates that mobile phones, Messenger, emails, Facebook, and online meetings are considered highly effective, with weighted means ranging from 3.29 to 3.58, serving as robust communication mediums within the cooperative. Additionally, the telephone, with a weighted mean of 2.98, and Instagram and TikTok, with means of 2.69 and 2.64 respectively, are also deemed effective by the respondents in this study.

It implies that the various communication tools being utilized in the cooperative for information dissemination through new media were also effective, it was supported by the study of Al-Quran (2022) that “social media has become the most convenient and prevalent

communication channel that has adapted to meet the needs of businesses in an increasingly technological society and hence having the ability to reach a broader audience, and although the rise of new media, particularly social media, and other online news sources.”

While new media has many benefits, it also has certain disadvantages such as false information within the organization that may affect the business operation. However, to fully profit from these newest and developing technologies, it is urged that all employees embrace social media's positive elements and steer clear of its negative ones.

Significant Relationship Between Utilization and Effectiveness of the Communication Tools Used by ACDI Multipurpose Cooperative in their Information Dissemination

Table 11

Spearman Rank Correlation: Relationship Between Utilization and Effectiveness of the Communication Tools Used by ACDI MPC in their Information Dissemination

Communication Tools	Perceived Effectiveness of the Communication Tools				
	Correlation Coefficient	Description	P – value	Decision	Remarks
Traditional Media	0.411	Direct and Moderate Correlation	< 0.001	Reject Ho	Significant
New Media	0.464	Direct and Moderate Correlation	< 0.001	Reject Ho	Significant
Others	0.425	Direct and Moderate Correlation	< 0.001	Reject Ho	Significant

Note: If p value is less than or equal to the level of significance which is 0.05 reject the null hypothesis otherwise failed to reject Ho. Correlation coefficient values: $\pm 0.76 - \pm 0.99$ Very Strong; $\pm 0.51 - \pm 0.75$ Strong; $\pm 0.26 - \pm 0.50$ Moderate; $\pm 0.11 - \pm 0.25$ Weak; $\pm 0.01 - \pm 0.10$ Very Weak

Table 11 demonstrates the relationship between the usage and efficiency of communication technologies utilized by ACDI Multipurpose Cooperative in distributing information, using Spearman Rank Correlation. Data reveals direct and moderate connections between different communication platforms, such as traditional media, new media, and others, in terms of the reported effectiveness as assessed by the respondents. The results indicate that when the usage of various communication tools rises, the perceived efficacy also increases. This claim is supported by the statistical significance of the resulting p-values, all of which

were below the specified significance level of 0.05. This indicates that it can reject the null hypothesis. This concludes that the perception of the respondents from different offices of ACDI Multipurpose Cooperative on the level of effectiveness of different communication tools such as traditional media, new media, and others were statistically not the same. The effectiveness of different communication tools varies on the utilization of the respondents. The majority of respondents solely used simple-to-use platforms, like new media, to disseminate information in the business operation. According to the study of Abukar and Bernhard (2012), social media is recognized as one of the emerging online information sources where users generate, initiate, disseminate, and utilize content to educate one another about goods, services, brands, individuals, and topics.

In this study, employees at the rank-and-file and manager levels of the ACDI Multipurpose Cooperative used a variety of communication tools, including new media, traditional media, and other media, to learn more about the cooperative, make policies, and share ideas with other employees. It also looked at how the staff used various communication platforms, including new, traditional, and other media. The UGT also ascertained which media consistently met the needs of the employees.

The effectiveness of the aforementioned communication techniques was assessed through the use of the Social Judgement Theory once employee gratification was achieved. Acceptance and rejection are the two latitudes in which SGT characterizes an attitude in this study. In a similar vein, the efficacy of employing different communication platforms can also be characterized by the same latitudes. Similar to how different people who receive a compelling message have different attitudinal latitudes, so too do these latitudes for the message. From a conceptual standpoint, assimilation would be encouraged and a message that is within the audience member's acceptable range would be accepted. A message that is within the acceptable range for an audience member to reject would result in a contrast effect.

Through the use of UGT and SGT framework, the level of utilization and level of effectiveness of traditional media (flyers, brochures, annual reports, memorandum, pamphlets, reports (e.g. financial, inventory, marketing, etc.), ACDigest, Bulletin or notice boards, employees handbook); new media (mobile phones, telephone, emails, Facebook, Messenger, Instagram, Tiktok and online meetings); and other media (focus group discussion, staff

meetings, management meetings, and BOD meetings) was being assessed. The relationship between the use and efficacy of various forms of media was identified with the aid of the UGT and SGT frameworks.

CONCLUSION

1. The majority of respondents were young adults, predominantly women. This trend aligns with the cooperative's focus on lending and savings tailored for members from the Armed Forces of the Philippines (AFP) and other civilian clients. Most of the employees held bachelor's degrees and occupied rank-and-file positions, with a considerable tenure of over five (5) years in the Cooperative's service.
2. The overall assessment by respondents regarding the utilization of communication tools among selected members of ACDI MPC was rated as 'Seldom'.
3. On the effectiveness of communication tools Used by ACDI MPC employees for information dissemination through traditional media, it can be concluded that the various traditional communication tools employed were 'effective'.
4. Regarding the effectiveness of communication tools used by ACDI MPC employees for information dissemination through new media, it can also be concluded that the diverse communication tools within new media were 'effective'.
5. There was a significant relationship and the null hypothesis was rejected when it comes to the relationship between utilization and effectiveness of the communication tools used by ACDI MPC in their information dissemination. The study reveals direct and moderate connections between different communication platforms, such as traditional media, new media, and others, in terms of the reported effectiveness as assessed by the respondents. The results indicate that when the usage of various communication tools rises, the perceived efficacy also increases.

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