

Organizational Communication Practices and Work Performance of Healthcare Workers in Antipolo City Hospital System

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Publication history: Received: June 2, 2026; Revised: July 1, 2026; Accepted: July 10, 2026

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Abstract

This study determined the organizational communication practices and work performance of healthcare workers in the Antipolo City Hospital System during Calendar Year 2025. Specifically, it assessed the respondents' profile, the extent of organizational communication practices in terms of verbal, non-verbal, written, and visual communication, the challenges encountered in workplace communication, the level of work performance based on Individual Performance Commitment and Review (IPCR) ratings, and the significant differences and relationships among the variables. The study employed a descriptive-correlational survey research design complemented by documentary analysis. A researcher-made questionnaire served as the primary instrument for gathering data, while documentary analysis was used to obtain the respondents' latest IPCR ratings. The respondents consisted of the total population of 108 healthcare workers from Antipolo City Hospital System Annex II, Annex III, and Annex IV, including doctors, nurses, midwives, pharmacists, medical technologists, and other hospital personnel. Findings revealed that the respondents were predominantly female, single, aged 31 years and above, bachelor's degree holders, and had more than five years of service, with most attending hospital- and provincial-level seminars and training programs. Verbal communication was consistently practiced, while non-verbal and written communication were often practiced, and visual communication was sometimes utilized. Significant differences in organizational communication practices were found when respondents were grouped according to age, educational attainment, position title, length of service, and seminars or trainings attended, whereas no significant differences were observed based on sex and civil status. Healthcare workers obtained a Very Satisfactory level of work performance based on their IPCR ratings. Furthermore, organizational communication practices were significantly related to work performance. The study concluded that effective organizational communication contributes to improved employee performance and that professional development opportunities enhance communication competencies. It is recommended that hospitals strengthen communication systems, expand training opportunities, allocate adequate resources to improve healthcare services, address communication challenges, and implement the proposed action plan. Future studies may explore additional variables affecting organizational communication and employee performance..

Keywords: Organizational Communication, Work Performance, Healthcare Workers, Verbal Communication, Non-Verbal Communication, Written Communication, Visual Communication, Hospital System, Public Healthcare, Descriptive-Correlational Research

Introduction

Organizational communication is a fundamental component of effective healthcare delivery, serving as the foundation for collaboration, coordination, and informed decision-making among healthcare professionals. In hospital settings, efficient communication promotes patient safety, minimizes clinical errors, enhances teamwork, and improves employee productivity. As healthcare systems continue to face increasing patient demands, workforce shortages, and organizational complexities, strengthening communication practices has become a strategic priority for healthcare institutions. Borges do Nascimento et al. (2023) emphasized that effective communication systems improve healthcare workers' competencies, productivity, and quality of care.

Organizational communication encompasses verbal, non-verbal, written, and visual communication that facilitate the exchange of information across various organizational levels. Effective communication enables healthcare workers to understand organizational goals, coordinate patient care, and respond efficiently to clinical situations. Borges do Nascimento et al. (2023) explained that communication technologies and organizational communication practices significantly enhance healthcare workers' clinical performance, decision-making, and workplace efficiency. Similarly, World Health Organization (2023) reported that effective communication strengthens collaboration among healthcare professionals, leading to improved service delivery and patient outcomes.

Recent empirical evidence likewise demonstrates that organizational communication has a positive influence on employee performance and organizational effectiveness. Ahmad Zawawi et al. (2023) found that communication practices significantly predict employee performance by promoting collaboration, employee engagement, and efficient management processes within healthcare organizations. The study further revealed that organizations with transparent and effective communication systems achieve higher levels of employee commitment and productivity.

Despite the growing body of international literature, studies examining organizational communication practices among healthcare workers in Philippine local government hospitals remain limited. Existing research has primarily focused on patient-provider communication or leadership communication, leaving a gap in understanding the combined influence of verbal, non-verbal, written, and visual communication on employees' work performance. This gap underscores the need for empirical evidence that can guide hospital administrators in developing communication strategies that enhance organizational effectiveness and workforce productivity.

The Antipolo City Hospital System plays a vital role in providing quality healthcare services to the residents of Antipolo City. As healthcare workers perform interdependent responsibilities across different hospital departments, effective organizational communication becomes essential in ensuring coordinated service delivery and achieving institutional goals. Understanding how communication practices influence employees' work performance may provide valuable insights for strengthening communication systems, improving professional development initiatives, and enhancing healthcare service quality.

Hence, this study examined the organizational communication practices and work performance of healthcare workers in the Antipolo City Hospital System. Specifically, it determined the extent of verbal, non-verbal, written, and visual communication practices, assessed the respondents' work performance based on their Individual Performance Commitment and Review (IPCR) ratings, identified communication-related challenges encountered in the workplace, and determined the significant relationship between organizational communication practices and work performance. The findings are expected to serve as a basis for developing evidence-based communication strategies that will improve organizational performance and healthcare service delivery.

Material and methods

2.1 Research Design

This study employed a descriptive-correlational survey research design complemented by documentary analysis to determine the organizational communication practices and work performance of healthcare workers in the Antipolo City Hospital System and to examine the relationship between these variables.

2.2 Locale of the Study

The study was conducted in the Antipolo City Hospital System, specifically in Annex II located in Dalig, Antipolo City, Annex III located in Sitio Cabading, Barangay Inarawan, Antipolo City, and Annex IV located in Mambugan, Antipolo City.

2.3 Respondents of the Study

The respondents consisted of 108 healthcare workers, including doctors, nurses, midwives, pharmacists, medical technologists, and other hospital personnel assigned to various departments of the three hospital annexes.

2.4 Sample and Sampling Procedure

The study utilized the total population sampling technique, wherein all 108 healthcare workers from the three hospital annexes were included as respondents because the population was manageable and representative of the study.

2.5 Research Instrument

Data were collected using a researcher-made questionnaire that measured the extent of organizational communication practices in terms of verbal, non-verbal, written, and visual communication, while documentary analysis of the respondents' latest Individual Performance Commitment and Review (IPCR) ratings was used to determine their level of work performance.

2.6 Data Gathering Procedure

After securing the necessary approvals from the concerned authorities, the researcher administered the validated questionnaire to the respondents, retrieved the accomplished instruments, and obtained the respondents' latest IPCR ratings through documentary analysis while observing ethical standards on confidentiality and voluntary participation.

2.7 Data Analysis Techniques

The collected data were analyzed using frequency, percentage, weighted mean, t-test, one-way analysis of variance (ANOVA), Pearson Product-Moment Correlation Coefficient (Pearson r), and documentary analysis to describe the respondents' profile, determine the extent of organizational communication practices and work performance, test significant differences, and examine the relationship between the study variables.

2.8 Ethical Considerations

The researcher strictly observed ethical principles throughout the conduct of the study. Prior approval was obtained from the appropriate educational authorities before data collection commenced. Participation was voluntary, and informed consent was secured from all respondents after explaining the objectives, procedures, benefits, and confidentiality of the study. The identities of the respondents and the academic records of the pupils were kept anonymous through coding, and all information gathered was treated with strict confidentiality and used solely for academic and research purposes in compliance with the provisions of the Data Privacy Act of 2012 (Republic Act No. 10173) and accepted ethical standards in educational research.

Results and Discussion

3.1 Profile of the Respondents in terms of the Selected Variables

As shown in the table, out of 108 respondents, 36.1 % are 31-40 years old, 25.9% are 21-30 years old and the rest have ages 41 years old and above. In terms of sex, 75% are females and 25% are males. As regard to their civil status, 57.4% are single and 40.7% are married. In terms of educational attainment, 69.5% are Bachelor's degree holder, 13.9% have Doctorate degree, 11.1 % have Masters' degree and only 5.5% have MA units. As to their position title, 35.2 % are nurses, 13.9% are doctors or medical officers, 13% are administrative aides and the rest have other positions. In terms of length of service, 30.6 % have been in the service below 5 years, 25.9% for 10-14 years while 18.5 % have been in the service for 5-9 years and the rest have been in the service for 15 years and more. With regard to seminars/trainings attended, 35.2% have attended in the provincial level, 27.8 in the hospital level and the rest have attended in the regional and national level.

Table 1
*Frequency, Percentage and Rank Distribution of the Respondents
in Terms of the Selected Variables*

Variables	Frequency	Percent	Rank
Age			
61 years old and above	4	3.7	5
51-60 years old	17	15.8	4
41-50 years old	20	18.5	3
31 – 40 years old	39	36.1	1
21 – 30 years old	28	25.9	2
Total	108	100.0	
Sex			
Male	27	25.0	2
Female	81	75.0	1
Total	108	100.0	
Civil Status			
Single	62	57.4	1
Married	44	40.7	2
Widow	2	1.9	3
Total	108	100.0	
Educational Attainment			
Doctorate Degree	15	13.9	2
Masters' Degree	12	11.1	3
With MA units	6	5.5	4
Bachelors' Degree	75	69.5	1
Total	108	100.0	
Position Title			
Medical Officer(Doctor)	15	13.9	2
Nurse	38	35.2	1
Pharmacist	5	4.6	8
Medical Technologist	8	7.4	6

Administrative Assistant	12	11.1	4
Administrative Aide	14	13.0	3
Radiology Technicians	6	5.5	7
Others	10	9.3	5
Total	108	100.0	
Length of Service			
20 years and above	12	11.1	5
15-19 years	15	13.9	4
10-14 years	28	25.9	2
5-9 years	20	18.5	3
Below 5 years	33	30.6	1
Total	108	100.0	
Seminars/ Trainings Attended			
National Level	22	20.4	3
Regional Level	18	16.6	4
Provincial Level	38	35.2	1
Hospital Level	30	27.8	2
Total	108	100.0	

3.2 Extent of Organizational Communication Practices of Healthcare Workers as Perceived by Themselves with Respect to the Different Aspects

Table 2 shows that the overall extent of organizational communication practices among healthcare workers was Often Practiced, with a composite weighted mean of 4.11. Among the four communication aspects, Verbal Communication ranked first with a weighted mean of 4.51, interpreted as Always Practiced, followed by Non-Verbal Communication with a weighted mean of 4.40 and Written Communication with 4.21, both interpreted as Often Practiced. Visual Communication ranked last with a weighted mean of 3.30, interpreted as Sometimes Practiced. These findings indicate that healthcare workers primarily rely on verbal communication in coordinating patient care, sharing information, and collaborating with colleagues, while non-verbal and written communication serve as important complementary forms of interaction. The less frequent use of visual communication suggests that it is applied only when appropriate to specific clinical or organizational situations. Overall, the findings demonstrate that effective organizational communication is an integral component of healthcare practice, fostering collaboration, improving service delivery, and supporting employee performance. This finding supports the assertion of Ashney (2023) that effective communication builds trust, enhances productivity, strengthens workplace relationships, and promotes better organizational outcomes through clear, respectful, and purposeful exchanges of information.

Table 2

Extent of Organizational Communication Practices of Healthcare Workers as Perceived by Themselves with Respect to the Different Aspects

Aspects	W $\bar{X}$	Verbal Interpretation	Rank
Verbal Communication	4.51	Always Practiced	1
Non-Verbal Communication	4.40	Often Practiced	2
Written Communication	4.21	Often Practiced	3
Visual Communication	3.30	Sometimes Practiced	4
Composite W$\bar{X}$	4.11	Often Practiced	

3.3 Significant Difference on the Extent of Organizational Communication Practices of Healthcare Workers as Perceived by Themselves with Respect to the Different Aspects in Terms of Their Profile

Table 3 reveals that significant differences exist in the organizational communication practices of healthcare workers when grouped according to age, educational attainment, position title, length of service, and seminars/trainings attended, as evidenced by probability values lower than the 0.05 level of significance across all communication aspects. These findings indicate that personal and professional characteristics influence how healthcare workers utilize verbal, non-verbal, written, and visual communication in the workplace. In contrast, sex and civil status showed no significant differences since all obtained probability values exceeded the 0.05 level, suggesting that these demographic characteristics do not affect communication practices. The results imply that healthcare workers with greater maturity, higher educational qualifications, broader professional responsibilities, longer work experience, and more training opportunities are more likely to demonstrate effective organizational communication. These findings are consistent with Ruedas (2022), who

reported that age, educational attainment, and length of experience significantly influence the communication practices of barangay health workers, whereas sex and civil status do not significantly affect their communication strategies

Table 3

Significant Difference on the Extent of Organizational Communication Practices of Healthcare Workers as Perceived by Themselves with Respect to the Different Aspects in Terms of Their Profile

Age	Fcomp	p-values	Decision	VI
Verbal Communication	4.953	.004	Rejected	Significant
Non- Verbal Communication	3.106	.019	Rejected	Significant
Written Communication	6.449	.048	Rejected	Significant
Visual Communication	3.322	.011	Rejected	Significant
Sex				
Verbal Communication	0.243	.078	Accepted	Not Significant
Non- Verbal Communication	1.212	.298	Accepted	Not Significant
Written Communication	1.522	.074	Accepted	Not Significant
Visual Communication	1.099	.066	Accepted	Not Significant
Civil Status				
Verbal Communication	0.555	.225	Accepted	Not Significant
Non- Verbal Communication	1.178	.216	Accepted	Not Significant
Written Communication	1.122	.837	Accepted	Not Significant
Visual Communication	1.221	.097	Accepted	Not Significant
Educational Attainment				
Verbal Communication	4.417	.002	Rejected	Significant
Non- Verbal Communication	3.877	.017	Rejected	Significant
Written Communication	4.412	.032	Rejected	Significant
Visual Communication	8.254	.003	Rejected	Significant
Position Title				
Verbal Communication	5.122	.009	Rejected	Significant
Non- Verbal Communication	8.051	.014	Rejected	Significant
Written Communication	10.937	.021	Rejected	Significant
Visual Communication	9.125	.032	Rejected	Significant
Length of Service				
Verbal Communication	11.705	.022	Rejected	Significant
Non- Verbal Communication	9.041	.019	Rejected	Significant
Written Communication	8.263	.031	Rejected	Significant
Visual Communication	9.329	.004	Rejected	Significant
Seminars/Trainings Attended				
Verbal Communication	2.347	.044	Rejected	Significant
Non- Verbal Communication	3.172	.014	Rejected	Significant
Written Communication	4.415	.003	Rejected	Significant
Visual Communication	8.932	.009	Rejected	Significant

3.4 Level of Work Performance of Healthcare Workers as Revealed in the Results of Their Individual Performance Commitment and Review

Table 4 shows that the healthcare workers attained a Very Satisfactory level of work performance, with a mean IPCR rating of 4.39. Of the 108 respondents, 52 healthcare workers or 48.1% received Very Satisfactory ratings, while 45 or 41.7% achieved Outstanding ratings and 11 or 10.2% obtained Satisfactory ratings. The highest recorded rating was 4.84, whereas the lowest was 3.48. Moreover, the standard deviation of 0.431 indicates that the respondents' performance ratings were relatively homogeneous, reflecting consistency in their work performance. These findings suggest that healthcare workers

consistently meet or exceed the expected performance standards, demonstrating competence, accountability, and commitment to delivering quality healthcare services. The absence of ratings in the Unsatisfactory and Poor categories further indicates that the respondents effectively fulfill their assigned responsibilities and maintain a high level of professional performance, thereby contributing to efficient healthcare service delivery and the achievement of organizational goals.

Table 4

Level of Work Performance of Healthcare Workers as Revealed in the Results of Their Individual Performance Commitment and Review

Ratings	Verbal Interpretation	f	%
4.50 – 5.00	Outstanding	45	41.7
3.50 – 4.49	Very Satisfactory	52	48.1
2.50 – 3.49	Satisfactory	11	10.2
1.50 – 2.49	Unsatisfactory	-	-
1.00 – 1.49	Poor	-	-
Total		108	100
Highest Rating	4.84		
Lowest Rating	3.48		
Mean	4.39 – Very Satisfactory		
Standard Deviation	0.431		

3.5 Significant Relationship Between the Extent of Organizational Communication Practices of Healthcare Workers and Their Level of Work Performance

Table 5 reveals a significant positive relationship between organizational communication practices and the work performance of healthcare workers across all four communication aspects. Verbal communication obtained an r-value of 0.715, non-verbal communication 0.812, written communication 0.761, and visual communication 0.817, with all corresponding probability values lower than the 0.05 level of significance. These results led to the rejection of the null hypothesis, indicating that organizational communication practices are significantly associated with healthcare workers' level of work performance. The findings suggest that effective verbal, non-verbal, written, and visual communication enhances collaboration, facilitates the accurate exchange of information, and promotes efficient healthcare service delivery, thereby contributing to higher employee performance. Consequently, healthcare workers who demonstrate stronger communication practices are more likely to achieve better work outcomes and consistently meet organizational performance standards. These findings support the study of Jimenez (2022), which reported that communication effectiveness is significantly associated with organizational outcomes, emphasizing that effective communication strengthens employee commitment and contributes to improved workplace performance.

Table 5

Significant Relationship Between the Extent of Organizational Communication Practices of Healthcare Workers and Their Level of Work Performance

Aspects	r-values	p-values	Ho	Verbal Interpretation
Verbal Communication	0.715	0.009	Rejected	Significant
Non-Verbal Communication	0.812	0.033	Rejected	Significant
Written Communication	0.761	0.006	Rejected	Significant
Visual Communication	0.817	0.018	Rejected	Significant

3.6 Extent of the Challenges Encountered by Healthcare Workers in their Organizational Communication Practices

Table 6 indicates that the challenges encountered by healthcare workers in their organizational communication practices were Much Challenging, as reflected by the overall weighted mean of 3.95. The most challenging concern was high patient volumes relative to available staff leading to reduced time for patient interaction and increased stress, which ranked first with a weighted mean of 4.57 and was interpreted as Very Much Challenging. This was followed by the difficulty of patients and caregivers in understanding complex medical terminology and instructions with a weighted mean of 4.28, and differences in language between providers and patients with 4.16, both interpreted as Much Challenging. On the other hand, organizational issues within the hospital system ranked last with a weighted mean of 3.55, although it remained Much Challenging. These findings suggest that healthcare workers experience considerable communication barriers arising from heavy workloads, language differences, time constraints, and the complexity of healthcare delivery, all of which may hinder effective patient interaction and interdisciplinary collaboration. The results further imply that addressing staffing shortages, improving communication skills, simplifying medical information, and providing adequate institutional support are essential to enhancing communication effectiveness and the quality of healthcare services. These findings are consistent

with Haas (2025), who emphasized that healthcare workers continue to face communication challenges associated with resource limitations, workplace demands, and access to organizational support, highlighting the need for systemic interventions to strengthen healthcare communication.

Table 6

Extent of the Challenges Encountered by Healthcare Workers in their Organizational Communication Practices

Challenges Encountered	W $\bar{X}$	Verbal Interpretation	Rank
1.Differences in language between providers and patients	4.16	Much Challenging	3
2.Difficulty of patients and caregivers in understanding complex medical terminology and instructions.	4.28	Much Challenging	2
3.Hesitation to speak up with other co workers .	3.87	Much Challenging	6
4.Interdisciplinary teams struggle with inconsistent patient information, especially when sharing care across different departments	3.78	Much Challenging	7
5.Written communications, such as discharge or referral letters often untimely, poorly structured, or lack essential clinical information, leading to gaps in continuity of care.	3.56	Much Challenging	9
6.Utilization of personal protective equipment which can obscure non-verbal cues and facial expressions complicating empathy and understanding.	4.02	Much Challenging	5
7.Organizational issues within the hospital system	3.55	Much Challenging	10
8.Heavy workloads and, at times, short consultation times limit the opportunity for thorough discussions, leading to rushed, poor-quality communication.	4.03	Much Challenging	4
9.Noisy environments, such as emergency rooms, and lack of private spaces make it difficult to discuss sensitive information.	3.66	Much Challenging	8
10.High patient volumes relative to available staff lead to reduced time for patient interaction and increased stress.	4.57	Very Much Challenging	1
Overall W$\bar{X}$	3.95	Much Challenging	

Conclusions & Recommendations

The study concluded that effective organizational communication plays a significant role in the work performance of healthcare workers in the Antipolo City Hospital System. Healthcare workers frequently practiced verbal, non-verbal, written, and visual communication, with verbal communication being the most evident, and demonstrated a Very Satisfactory level of work performance. Organizational communication practices significantly varied according to age, educational attainment, position title, length of service, and seminars or trainings attended, while sex and civil status showed no significant differences. Moreover, organizational communication practices were significantly associated with work performance, indicating that effective communication contributes to improved employee productivity and quality healthcare service delivery despite the communication challenges encountered in the workplace.

Hospital administrators should strengthen organizational communication by providing continuous professional development, communication skills training, and adequate institutional support to address communication barriers related to heavy workloads, staffing limitations, and patient interactions. Enhancing communication systems, promoting interdisciplinary collaboration, and implementing the proposed action plan are likewise recommended to sustain employee performance and improve healthcare service delivery. Future studies may include additional organizational and behavioral variables and involve a wider scope of healthcare institutions to validate and expand the findings of the present study.

Compliance with ethical standards

The author declares no conflict of interest. This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors. This study was self-funded. The authors thank the participating respondents for their contributions

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