# EMPLOYEE AWARENESS, ORGANIZATIONAL RESPONSE, AND POLICY EFFECTIVENESS OF CIRCULAR MEMORANDA WITHIN PHILIPPINE GOVERNMENT AGENCIES
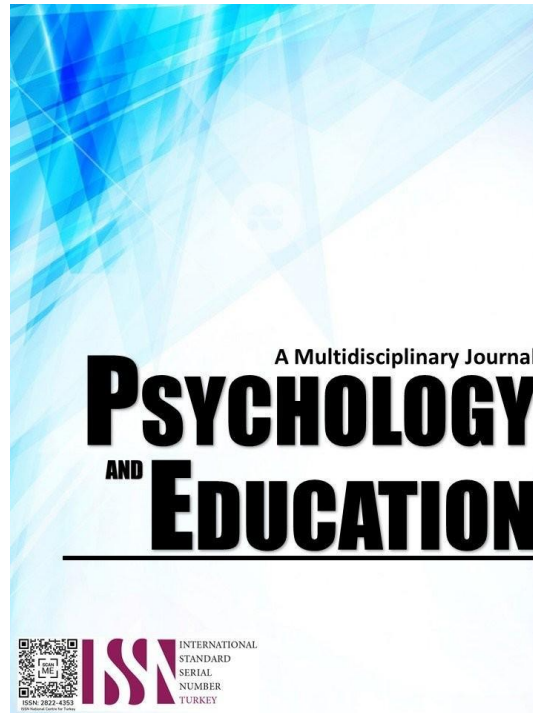
# Employee Awareness, Organizational Response, and Policy Effectiveness of Circular Memoranda within Philippine Government Agencies

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## Abstract

In the context of Philippine government agencies, effective policy implementation often depends on employee awareness and organizational response strategies. This study investigated the relationship between employee awareness, organizational response in terms of dissemination and utilization, and policy effectiveness of circular memoranda. A sample of 218 faculty and staff from the three campuses within Liceo de Cagayan University participated in the study. The research instrument employed in this study was a comprehensive questionnaire comprising eighty-five (85) items. Descriptive correlational and causal research designs were used in the study. Moreover, data were collected through face-to-face surveys. Inferential statistics such as Pearson product-moment correlation, and multiple regression were used to answer inferential questions. Analysis exposed significant correlations between employee awareness and organizational response factors with policy effectiveness, indicating that clear dissemination and practical utilization were essential for achieving desired policy outcomes. These findings highlighted the need for government agencies to enhance awareness and support mechanisms, ensuring policies were understood and applied effectively by employees.

**Keywords:** *employee awareness, organizational response, policy effectiveness, circular memoranda, Philippine government agencies*

## Introduction

Understanding and complying with government policies is crucial for both employees and organizations to ensure proper implementation of regulations that directly affect the workforce. This study was inspired by my personal experience in encountering challenges related to employee awareness of government-issued circular memoranda. Specifically, I observed that many employees were unaware of updates regarding the new contribution table for mandatory contribution such as Social Security System (SSS), PhilHealth, and Pag-IBIG Fund, as well as how taxes were computed under the latest Bureau of Internal Revenue (BIR) guidelines. Despite the importance of these circular memoranda in determining salary deductions, benefits, and tax obligations, a significant number of employees lacked sufficient knowledge of these policies, often leading to confusion and misinformation.

This gap in awareness raised concerns about how effectively government agencies disseminate updates and how organizations ensure that employees are well-informed (Tan, 2023). Without proper awareness and understanding, employees may face difficulties in financial planning, compliance with regulations, and maximizing their entitled benefits (May & Jochim, 2019). These observations led to the realization that there is a need to assess the level of employee awareness, the organizational response to policy dissemination, and the overall effectiveness of circular memoranda issued by government agencies. By examining these factors, this study aims to provide insights into how communication and policy implementation can be improved to benefit both employees and institutions.

Building upon these discussions, the objectives of this study were to examine the level of employee awareness regarding circular memoranda issued by key government agencies, evaluate the extent to which organizational responses influenced employee satisfaction, and determine the overall effectiveness of policy implementation within government institutions. Specifically, the study aimed to assess how well employees understood and adhered to policies related to social security, taxation, and employee welfare programs. Furthermore, it sought to explore the relationship between employee awareness, organizational response, and policy effectiveness, identifying key factors that contribute to successful policy dissemination and compliance. By doing so, the research intended to provide insights that could inform government agencies and policymakers on improving communication strategies, enhancing workforce engagement, and fostering a more transparent and efficient governance system. Ultimately, this study aimed to support broader economic and social development efforts by promoting well-informed employees, effective policy implementation, and sustainable organizational practices.

### Research Objectives

Building upon these discussions, the objectives of this study were to examine the level of employee awareness regarding circular memoranda issued by key government agencies, evaluate the extent to which organizational responses influenced employee satisfaction, and determine the overall effectiveness of policy implementation within government institutions. Specifically, the study aimed to assess how well employees understood and adhered to policies related to social security, taxation, and employee welfare programs. Furthermore, it sought to explore the relationship between employee awareness, organizational response, and policy effectiveness, identifying key factors that contribute to successful policy dissemination and compliance. By doing so, the research intended to provide insights that could inform government agencies and policymakers on improving communication strategies, enhancing workforce engagement, and fostering a more transparent and efficient governance system. Ultimately, this study aimed to

support broader economic and social development efforts by promoting well-informed employees, effective policy implementation, and sustainable organizational practices.

## Methodology

### Research Design

This study used a Descriptive-Correlational and Causal research design to investigate employee awareness, organization response, and policy effectiveness concerning Circular Memoranda within Liceo de Cagayan University. Descriptive-correlational design aimed to accurately and systematically describe a population, situation or phenomenon. It is possible to determine whether there were any statistically significant connections between these variables by quantitatively measuring them. For example, one could verify whether higher levels of awareness correlate to better organizational responses or more successful policy implementation. The descriptive-correlational design was utilized to systematically describe the level of awareness and satisfaction of employees regarding the circular memoranda issued by various Philippine government agencies. According to Van Ruler (2019), a descriptive research design provides a detailed and accurate portrayal of a population, phenomenon, or situation without manipulating variables. In this study, descriptive analysis allowed for an objective assessment of the employees' awareness and perceptions of government-issued circulars. This study also employed a causal research design to examine the cause-and-effect relationship between employee awareness, satisfaction with organizational response, and the perceived policy effectiveness of government circular memoranda. The causal design allowed for a greater understanding of how specific issues contribute to policy implementation, providing a basis for recommendations to improve implementation strategies and employee engagement within government agencies.

### Respondents

The participants for this study were the faculty and staff of Liceo de Cagayan University, which comprised a total population of 499. A stratified random sampling procedure was used to ensure diversity and representation from the sample size. The first step involved defining the entire faculty and staff population, encompassing various departments within the university. Given the scope of the study, a sample size was determined using the Raosoft Sample Size Calculator, an online tool that calculates the appropriate number of participants needed to achieve statistical significance based on the population size, desired confidence level, margin of error, and response distribution.

For this study, a 95% confidence level and a 5% margin of error were selected to ensure reliability and accuracy in the data collection process. Based on these parameters, the sample size calculated was 218 participants. This sample size of 218 were randomly selected from the total population of faculty and staff and was disseminated using the Stratified Random Sampling

### Instrument

The data collection process for this study primarily relied on a modified structured questionnaire designed to align with the variables and specific focus of the research. The modified questionnaire was adopted from the study of the following: Dela Cruz (2017), "Employee Awareness and Compliance with Organizational Policies in Public Sector Agencies." Philippine Journal of Public Administration, 59(2), 200-215 for employee awareness. For organizational response, the survey questionnaires adopted from Santos (2019), "Assessing Organizational Response to Government Directives in the Public Sector." Journal of Public Administration and Development, 39(2), 178-195. The questionnaire from the dependent variables is adopted from: Reyes (2019), "Evaluating Organizational Response to Policy Directives: Insights from Philippine Government Agencies." Public Administration and Development, 40(3), 190-207.

Ethical considerations, such as informed consent and confidentiality assurances, were integrated into the questionnaire design. In this research, the questionnaires were administered to the participants personally. This method allowed for direct interaction, enabling the researcher to clarify any questions on the spot and ensure accurate responses.

Participants were asked to express their level of agreement or satisfaction regarding a wide range of statements related to employee awareness, organizational response, and policy effectiveness concerning Circular Memoranda within Liceo de Cagayan University. A total of 85 items were used with a 5-point Likert type scale which was originated by Likert (1932), with five responses options ranging from "Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree" which was then used to determine the data that the study required in order to improve the quality of the data that the researchers collected.

### Procedure

The data gathering process for this study was started with formal permission sought from the following: the Vice President for Human Resources, the Dean of School of Business, Management, and Accountancy, the Liceo de Cagayan University's Research office, and the University Research Ethics Board, to conduct the study. A permission request letter was submitted, outlining the research's objectives and requesting approval to administer the research instrument to the university's faculty and staff. Upon obtaining permission, a consent letter and informed consent forms were meticulously prepared.

These documents were dispatched to potential participants, accompanied by the research instrument consisting of 85 questions on a 5-

point Likert scale, providing the final copy of the research to the adviser to ensure that it meets the quality standards and submit the final draft of the study for approval as the researcher completed the study. The goal of the research is stated clearly in the consent letter, along with the voluntary nature of participation and the assurance of participant confidentiality.

The goal of study is stated clearly in the consent letter, along with the voluntary nature of participation and the assurance of participant confidentiality. The informed consent forms were given to participants, who were encouraged to read, comprehend, and sign it if they agreed to participate. Following the gathering of informed consent, participants continued to complete the survey forms and add data to the study's dataset. This methodical technique guarantees moral and willing participation while following accepted study methods.

**Data Analysis**

This study employed a set of vigorous statistical techniques to analyze the collected data. Descriptive statistics was used to summarize and present the data, providing insights into the central tendencies and distributions of responses. For addressing research problems 1 through 3, descriptive statistics, including mean and standard deviation, were used to summarize the data and assess the level of employee awareness of the circular memoranda issued by the Philippine government agencies.

For problem 4, which examined the relationship between the independent variables (employee awareness and organizational response) and the dependent variable (policy effectiveness).

In addressing problem 6, multiple regression analysis was applied to determine the degree to which each independent variable predicts or influences the dependent variable. Multiple regression showed the relative importance of each predictor variable in explaining policy effectiveness.

## Results and Discussion

This study provided valuable insights into the awareness, satisfaction, and insights of employees regarding the circular memoranda issued by Philippine government agencies. By examining key factors such as employee awareness, organizational response, policy effectiveness, and their interrelationships, the study highlights significant trends that influence workplace compliance and engagement. The results obtained the highest mean of M=3.92 (SD=.88) for Social Security System followed by The Pag-ibig Fund (M=3.83, SD=.83), Philippine Health Insurance Company (M=3.76, SD=.82), and last is Bureau of Internal Revenue (M=3.52, SD=.843).The over-all mean is M=3.76 (SD=.92) described as agree and can be interpreted that the participants have a high awareness level on the Circular Memoranda. Among the various government programs, awareness was highest for the Social Security System, followed closely by the Pag-IBIG Fund and the Philippine Health Insurance Corporation. Awareness of the Bureau of Internal Revenue's circular memoranda was comparatively lower but still within a favorable range. These results suggest that employees are generally well-informed about policies affecting their benefits and contributions, although some areas may require further reinforcement. The variation in awareness levels highlights the need for continuous and targeted communication efforts to ensure that all employees fully understand the implications of government policies on their employment and financial security.

The employees' satisfaction of organizational response obtained the highest mean of M=3.81 (SD=.78) for Organizational Response and M=3.81 (SD=.79) for Utilization followed by Dissemination (M=3.79, SD=.78). The overall mean of M=3.80 (SD=.78). Employees appeared to be highly satisfied with the organization's response to circular memos, based on the overall mean score of M=3.80 (SD=.78). Employees acknowledged the organization's efforts to successfully disseminate and implement policies, as seen by the highest scores given to Organizational Response (M=3.81, SD=.78) and Utilization (M=3.81, SD=.79) among the three aspects.

The study showed the highest mean of M=3.80 (SD=.767) for indicator "I believe that the objectives of the policies in circular memoranda are being met within our organization" followed by indicator "The circular memoranda provide clear guidelines on how policies should be implemented" (M=3.79, SD=.804), and indicator "I believe that circular memoranda are an effective tool for enforcing organizational policies and procedures" (M=3.78, SD=.786). The highest-rated aspect of policy effectiveness is the belief that the objectives drawn in the circular memoranda are being successfully met within their organization.

Moreover, the study also revealed a significant relationship between policy effectiveness and employee awareness, and organizational response. The variables Social Security System Awareness (p<.05, r=.367), Philippine Health Insurance Company Awareness (p<.05, r=.497), and The Pag-ibig Fund Awareness (p<.05, r=.392) have a positive significant relationship to Employee satisfaction of organizational response. This means that if the participants have Social Security System Awareness, (Philippine Health Insurance Company Awareness, and The Pag-ibig Fund Awareness the better the policy effectiveness of Philippine Government Agency Circular Memoranda.

Among these, employee satisfaction with organizational response (r = .888, p < .05) appeared to have the strongest influence, suggesting that if employees perceived the organization as responsive and effective in communication, they were more likely to consider policies as effective as well.

Multiple Regression Analysis was determined for the variables that influence the Policy Effectiveness of Government Agency Circular Memoranda. This indicated a strong positive relationship between the policy effectiveness of government agency circular memoranda and the independent variables examined in the study. The results suggest that employee satisfaction with organizational response plays

a crucial role in shaping the perceived effectiveness of these policies. Furthermore, the statistical significance of the relationship emphasizes the importance of ensuring that employees are satisfied with how organizations communicate, implement, and respond to circular memoranda.

## Conclusions

Based on the findings and the statement of the problem, participants have generally high level of awareness regarding circular memoranda from key government agencies, there were areas that needed improvement, particularly in keeping employees updated on tax-related policies. Employees are largely satisfied with how their organizations handled the dissemination and implementation of these memoranda. However, their satisfaction plays a crucial role in how effective these policies are perceived to be.

Among all the factors examined, employee satisfaction with the organizational response emerged as the strongest predictor of policy effectiveness. This finding suggests that when employees felt well-informed, supported, and engaged in the implementation process, they were more likely to view policies as effective.

Furthermore, the significant relationship between these factors and policy effectiveness highlights the necessity of well-structured communication strategies and responsive organizational support. Most notably, employee satisfaction with organizational response emerged as the strongest predictor of policy effectiveness, underscoring the importance of clear policies, effective dissemination, and employee engagement in policy implementation. These insights provide a strong foundation for enhancing policy communication and organizational strategies to ensure that circular memoranda fulfill their intended objectives efficiently and effectively.

The Government Agencies, Officials, Policymakers, and Representatives responsible for formulating and implementing circular memoranda may simplify policy language to make it more accessible to employees. They may also establish more frequent updates and interactive platforms, such as forums and webinars, to ensure employees remain informed and have opportunities to clarify concerns. Additionally, organizations should strengthen feedback mechanisms to improve policy implementation. For Liceo de Cagayan University, the administration may enhance internal communication strategies to ensure all employees receive timely and comprehensive updates on government circular memoranda. Conducting regular training sessions and orientations would help employees better understand and comply with policies. The university may also establish a structured feedback system that allows employees to share insights on policy effectiveness and suggest improvements.

Human Resource Managers may develop targeted training programs aimed at improving employee awareness of circular memoranda. Supervisors may be equipped with the necessary tools to guide their teams in applying policies effectively. Furthermore, HR departments may continuously evaluate the effectiveness of their information dissemination strategies and adjust them according to employee feedback. Employees may take a proactive role in staying informed about policy updates by utilizing available resources and actively participating in training sessions. They may also engage in open communication with HR and management to seek clarification on unclear policies. Providing feedback on policy dissemination and implementation would help organizations refine their processes and improve overall compliance.

Graduate Programs and Future Researchers may explore the long-term impact of policy awareness on employee performance and organizational efficiency. Future studies could also examine policy implementation in different industries to compare effectiveness across various sectors. Expanding research on best practices in policy dissemination could further contribute to enhancing employee engagement and compliance. By implementing these recommendations, government agencies, academic institutions, HR managers, and employees could work together to improve awareness, satisfaction, and the overall effectiveness of Philippine government agency circular memoranda.

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