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Research Paper

Relationship of Open Communication to Employee Motivation in a Government Agency in the Philippines

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Abstract

Effective communication is essential for fostering a motivated and engaged workforce, particularly in government organizations where transparency and collaboration are vital. This study examines the relationship between open communication practices and employee motivation within a government agency in the Philippines, focusing on 129 employees from a total population of 192 in the division under the Collection Service. Employing a descriptive-correlation research design, data were gathered through a researcher-structured questionnaire and analyzed using frequency, percentage, weighted mean, standard deviation, and Pearson correlation coefficient as statistical tools. The results indicate that effective communication, particularly regarding information accessibility, improves employee engagement and performance. However, feedback mechanisms and communication frequency were identified as areas for improvement. A supportive work environment emerged as the most potent motivator, followed by recognition and career development opportunities, whereas compensation played a lesser role. This study revealed that barriers such as organizational structure and inadequate communication channels hinder effective communication. The findings also reveal a strong positive correlation between open communication and employee motivation. On the other hand, the correlation between open communication and barriers to it was weak, whereas the relationship between employee motivation and barriers to it exhibited a moderate positive correlation. The study emphasizes the importance of enhancing open communication to boost employee engagement and performance and offers strategic recommendations to address these barriers.

Keywords: *barriers to communication, effective communication, employee engagement, employee motivation, feedback mechanisms, government agency, open communication*

INTRODUCTION

Fostering employee motivation and engagement is paramount, particularly in government agencies where motivation is fundamental to success. Encouraging open communication can enhance employee motivation and sense of worth, ultimately improving morale and performance. Robbins and Judge (2018) highlighted that open communication involves transparent information across all organizational levels, fostering an environment in which employees feel valued, engaged, and motivated. Likewise, employee motivation is the internal drive that compels employees to perform their best. However, Smith and Jones (2019) opined that open communication does not always lead to increased motivation. They further indicated that while transparency is essential, it must be balanced with respect to hierarchical structures to avoid adverse effects on employee morale. Likewise, Sahadevan and Sumangala (2021) noted the effective communication of a culturally diverse organization by sharing and exchanging ideas based on mutual understanding, respect, and credibility.

This highlighted the need for culturally sensitive communication approaches that align with local values and expectations. Curado et al. (2022) revealed how communication contributes to employee motivation and satisfaction. They found that the paths to motivation and satisfaction showed the importance of the four dimensions, organization, leaders, peers, and communication, with a special emphasis on work–family balance and peer support.

In the context of Philippine government agencies, employees face unique challenges that impact their motivation and work efficiency. Open communication can be defined and implemented in various ways, leading to inconsistencies in how it is applied and understood within government agencies. This variability can create uncertainty about its impact on employee motivation (Jimenez et al., 2021). Furthermore, the effectiveness of open communication may vary among employees because of differences in job roles, personal values, and career stages (Meliz et al., 2024). Government agencies in the Philippines often operate within a hierarchical and bureaucratic structure that may limit the effectiveness of open communication. Traditional practices and entrenched cultural norms can affect the perception of open communication and its potential to enhance motivation (Brillantes et al., 2024).

The researchers presumed that cultural differences and varying organizational contexts within the Philippine government agencies lead to divergent outcomes regarding the impact of open communication on motivation. In this regard, cultural and contextual factors may significantly influence the effectiveness of open communication, resulting in different outcomes across agencies. In an investigation by Buenviaje et al. (2016), they highlighted that while some channels of open communication (e.g., face-to-face meetings) positively influenced motivation, others (e.g., email updates) had little to no effect. The study revealed that the effectiveness of open communication in motivating employees varied significantly depending on the medium used, leading to mixed results. Many studies do not fully account for the unique organizational and cultural contexts of Philippine government agencies, which can affect how open communication is practiced and perceived (Saguin et al., 2018). In addition, many studies examine only short-term effects, which may not capture the long-term impacts of open communication on employee motivation (Prasetyo et al., 2023). A study by Ugaddan (2019) analyzed how research often focuses on specific agencies or sectors that may not represent all government agencies in the Philippines.

Conducting studies tailored to the specific organizational and cultural contexts of Philippine government agencies will provide more relevant insights and practical recommendations (Lerio & Bandiola, 2023). Accordingly, government agency performance plays a vital role in shaping public perception and trust. Enhancing employee motivation through open communication can improve service quality and operational performance, which may positively influence the public image of a government agency. Despite the growing body of research on communication and motivation in various sectors, there is a significant gap in studies that have focused specifically on government agencies in the Philippines. The subject government agency responsible for tax collection and compliance is essential to the country's financial health. However, it faces several challenges, including increased public scrutiny, demands for modernization, and pressure to meet revenue targets, which can adversely affect employee morale. This situation underscores the need to understand how open communication impacts employee motivation in the Philippine public sector, as existing literature predominantly focuses on private-sector organizations or broader international contexts. Moreover, there is a shortage of longitudinal studies that examine how open communication influences employee motivation over extended periods, which is crucial for understanding sustained effects (Jabutay & Rungruang, 2020). By addressing this research gap, this study aims to enrich the understanding of government dynamics in the Philippines and inform effective strategies to support employee motivation and organizational success.

Thus, this study on the relationship between open communication and motivation within the Philippine government agency determined the dynamics relevant to the local context that may not apply elsewhere. This underscored the need for localized research to develop effective strategies tailored to its specific culture and organizational environment. This study addressed this gap by proposing a study along this line in the subject government agency as the research locale.

Therefore, this study aimed to determine how open communication influences employee motivation in a government setting in the Philippines. Specifically, this study assessed the open communication practices implemented within the organization regarding transparency, feedback mechanisms, communication frequency, and information accessibility. It also determined the critical factors that most significantly influence employees' motivation to perform at their best, focusing on aspects such as recognition and appreciation, work environment, career development opportunities, compensation and benefits, and work-life balance. Furthermore, the study identified barriers to open communication, including organizational structure, inadequate communication channels, workload and time constraints, lack of trust, and fear of negative consequences. The researchers then analyzed the relationship between open communication practices, employee motivation, and these barriers. Based on the findings, the researchers proposed strategies to enhance open communication within the agency and recommended actions to overcome identified barriers to improve employee motivation and performance.

LITERATURE REVIEW

Understanding the relationship between open communication and employee motivation is critical for enhancing organizational performance, particularly in government agencies in the Philippines. This literature review examined existing research on open communication and its impact on employee motivation by drawing on studies across various sectors to provide insights relevant to government agencies.

Open Communication

This study on open communication and transparency in governmental organizations was anchored on Joseph Nye's soft power to emphasize the importance of trust and legitimacy, while John Kotter's change management theory served as the basis of underscoring the role of effective communication in facilitating organizational change. Together, these theories (Stouten et al., 2018) have provided a strong foundation for understanding how open communication fosters engagement and collaboration. Zhu et al. (2023) asserted that transparency in decision-making reduces uncertainty and enhances trust in leadership, thus improving motivation. Porumbescu et al. (2022) noted that open information sharing empowers government employees to make informed decisions, thus enhancing accountability and performance. Cowan (2017) highlighted that transparent communication about tasks positively influenced employee outcomes, ensuring alignment with organizational goals, and fostering trust.

Feedback mechanisms are essential for promoting continuous improvement and employee development within government agencies. These frameworks underscore the critical role of effective communication in fostering trust and collaboration, grounded in Kurt Lewin's change theory, which emphasizes feedback's importance in successful change processes (Burnes, 2019). By integrating this theory, this study has demonstrated how dimensions of open communication, including transparency and responsiveness, are vital for enhancing employee motivation and engagement. Mone and London (2018) emphasized that structured feedback processes provide insights that facilitate professional growth and enhance performance. Their research indicated that regular, constructive feedback increases productivity and job satisfaction. Additional studies have suggested that effective feedback mechanisms are correlated with higher performance and

increased motivation (Takeuchi et al., 2022). Liu et al. (2023) demonstrated that feedback interventions addressing performance and development enhance engagement and reduce turnover intentions. By integrating transparent communication with robust feedback mechanisms, government organizations can cultivate a more accountable and participatory environment, leading to effective governance and greater public trust.

The frequency of communication is another critical factor in preventing misunderstandings and aligning employees with organizational objectives, drawing from Harold D. Lasswell's communication model, which emphasized ongoing dialog in building relationships and trust (Mallappiang & Muharram, 2023). Integrating this model, the study highlighted how dimensions of open communication, such as regular feedback and consistent messaging, enhance employee motivation and ensure alignment with organizational goals. Aboramadan et al. (2022) highlighted that frequent, meaningful interactions foster a cohesive work environment, while Game (2023) found that regular communication correlates with higher employee engagement and performance levels. Frequent updates help employees stay informed and aligned with goals. Bertholini et al. (2018) emphasized that regular communication mitigates misunderstandings and ensures that employees are aware of critical changes. Lebel (2016) added that timely interactions between staff and management facilitate prompt issue resolution, contributing to a more cohesive workplace. Collectively, these studies demonstrated that frequent communication enhances cohesiveness and motivation while minimizing misunderstandings.

Information accessibility, based on Martha Minow's principles of open governance, emphasizes the necessity of public access to information to promote accountability and trust (Steffek, 2011). This ensures that employees have the resources to perform their tasks efficiently and make informed decisions, ultimately improving job performance and enhancing transparency. This accessibility enables employees to understand the context and rationale behind management decisions (Porumbescu et al., 2022). Takabvirakare (2024) and Prayudi and Komariyah (2023) further emphasized that accessible information empowers employees, leading to better decision-making. Their combined theories have illustrated how transparency, feedback, communication, and information accessibility enhance trust and performance in government organizations. Overall, the interplay of transparency, feedback mechanisms, communication frequency, and information accessibility significantly contributes to a cohesive organizational culture, essential for fostering trust, improving performance, and ensuring that employees are well-informed and engaged within government agency environments.

Employee Motivation

Recent studies highlight the importance of recognizing and valuing the contributions of government employees to boost employee motivation and performance. Consistent evidence shows that recognition and appreciation are associated with higher employee motivation. Masri and Suliman (2019) asserted that recognition is a powerful motivator that effectively enhances employee engagement and performance. Supporting this, Amoozegar (2024) demonstrated that employees who receive regular recognition from supervisors exhibit higher motivation and engagement levels, underscoring the need for effective recognition to be specific, timely, and aligned with the intrinsic values of government employees.

The work environment is also a critical factor that influences employee motivation. Schott (2022) also indicated that a positive and supportive work environment within public sector organizations fosters higher motivation levels and reduces turnover by promoting a sense of belonging and collaboration. Similarly, Jumady (2023) found that an inclusive and collaborative work atmosphere significantly enhances employee motivation and job satisfaction. In addition, clear career advancement pathways are crucial for motivating public servants. Prayudi and

Komariyah (2023) stated that employees who perceive ample opportunities for career growth are more likely to exhibit higher motivation and commitment. Lee and Joo (2022) affirmed that career development opportunities are strongly correlated with increased employee motivation and retention.

Although compensation remains a fundamental aspect of employee motivation, it does not operate in isolation. Soomro et al. (2021) found that the impact of competitive compensation on motivation is influenced by factors such as job satisfaction and work-life balance. Mabaso and Dlamini (2021) emphasized that fair and equitable compensation is linked to higher job satisfaction and motivation, highlighting the need for transparent reward systems. Work-life balance emerged as a vital determinant of motivation, with research showing that employees who achieve a satisfactory work-life balance report higher motivation and job satisfaction. Hashim et al. (2022) found that organizations promoting work-life balance through supportive policies experience increased employee motivation, reduce stress, and improve overall well-being. Collectively, these factors contribute to understanding employee motivation within government agencies.

Barriers to Open Communication

The barriers to open communication among employees in government agencies emerged as a significant concern because various factors can impede effective communication within these organizations. One crucial barrier identified is the hierarchical nature of public sector organizations. Lindfield and McCarthy-Jones (2014) contended that these structures obstruct the flow of information and limit open dialog among staff. Smith (2020) corroborated this, indicating that such structures inhibit employees from sharing their ideas and feedback.

Inadequate communication channels also represent a significant barrier to effective communication. Yermolenko (2024) argued that outdated or insufficient channels lead to information bottlenecks and misunderstandings. Liu et al. (2023) emphasized that inappropriate communication tools severely limit effective information exchange, resulting in missed feedback opportunities. In addition, workload and time constraints intensified these issues. Research by MacLean and Titah (2021) found that high workloads and tight deadlines compelled employees to prioritize tasks over communication, reducing interaction and collaboration. Silvallana and Hagling (2023) also found that heavy workloads diminish opportunities for regular communication because urgent tasks take precedence. Kr (2023) reinforced this notion, indicating that high workloads limit meaningful communication, ultimately leading to fewer opportunities for feedback and collaboration. On the other hand, De Luna (2023) recommended that an organization establish a standard communication system that everyone should follow strictly.

The stakeholders provided some recommendations for maintaining improved communication management systems, such as (1) establishing a standard communication system for Midway Colleges, Inc.; (2) developing organizational list handling communication processes; and (3) providing training or seminars for internal stakeholders responsible for information dissemination.

The lack of trust among employees and between staff and management constitutes another critical barrier. Keyton (2017) discussed how trust deficits undermine effective communication and make employees hesitant to share information or voice concerns.

Additionally, perceptions of leaders as inaccessible discourage open dialog, resulting in a culture in which employees feel undervalued and less engaged in decision-making (Farazmand, 2023). Gara and La Porte (2020) emphasized that trust is essential for effective communication; its absence can lead to disengagement and reduced collaboration among team members. Even when communication channels are available, they may not be effectively used because of a lack of technical skills or inadequate leadership support (Farazmand, 2023). As pointed out by Endro and Meilasari-Sugiana (2024), self-integrity, which is conceptualized as a virtue acquired through

identifying oneself with the ideal organization an individual belongs, if practiced enhances an effective communication system.

Finally, fear of negative consequences, such as retaliation or adverse career effects, severely inhibited open communication. Ali and Zia -Ur-Rehman (2020) found that employees often hesitate to communicate openly because of concerns about potential repercussions. Lebel (2016) showed that fear of adverse outcomes reduced the likelihood of engaging in transparent dialog. This fear arose from previous experiences or an organizational culture that discouraged candid feedback, creating a "culture of silence" that undermined transparency and employee engagement (Turner et al., 2022). In summary, these barriers obstruct effective communication in government agencies, underscoring the need for strategies to address organizational and interpersonal challenges to enhance transparency and dialog. In this regard, the interplay of the relationship between open communication, employee motivation, and barriers to open communication needs to be evaluated for a more productive and engaged workforce. Thus, the following null hypotheses were expressed as follows:

1. Ho: There is no significant relationship between open communication and employee motivation.
2. Ho: There is no significant relationship between open communication and barriers to it.
3. Ho: There is no significant relationship between employee motivation and barriers to open communication.

RESEARCH METHOD

The study employed a descriptive correlational research approach because this method allows systematic data collection through a structured instrument, enabling researchers to quantify variables related to open communication and employee motivation. This approach facilitated a clear and objective analysis of the relationships between these variables (Creswell, 2018). Participants were selected using simple random sampling from a total population of 192 employees from the Collection Service Department of the subject government agency. A sample of 129 employees was calculated using the Raosoft sample size calculator with a 95% confidence level and a 5% margin of error. Using a simple random sampling strategy, this targeted group with significant experience within the scope of the agency's mandate was presumed to provide valuable insights and was considered an adequate sample size for effectively addressing the study's objectives.

The study used a researcher-structured questionnaire, in which the items were based on literature. Three experts from different positions reviewed and validated the questionnaire to offer unique perspectives and identify potential gaps and biases. Their recommendations were incorporated into the final version of the questionnaire, which was designed to evaluate three key dimensions: open communication, employee motivation, and barriers to open communication. The dimension of open communication comprises four subvariables, each containing five statements. Employee motivation and barriers to open communication featured five sub-variables, each with five statements. This structured approach allowed for a comprehensive assessment of each dimension and its components.

A pilot test was conducted with 10 employees excluded from the study sample, establishing acceptable Cronbach's Alpha coefficients ranging from 0.718 to 0.954, confirming the instrument's reliability. The final questionnaire prepared using Google Forms was distributed to the target respondents via electronic mail and Facebook Messenger. Respondents evaluated the open communication practices, employee motivation, and barriers to open communication within the government agency using a four-point Likert scale: 1 = 1.00-1.49 (Strongly Disagree); 2 = 1.50-2.49 (Disagree); 3 = 2.50-3.49 (Agree); 4 = 3.50-4.00 (Strongly Agree). Using this Likert Scale, the respondents' level of agreement on specific statements for each study variable were obtained. In

this regard, the respondents' feelings or thoughts were assessed on a range or spectrum, allowing for a better, more nuanced understanding.

Furthermore, a confidentiality note was provided in the survey questionnaire to assure the respondents that the information provided was used only in the study. The researchers analyzed the data using various statistical tests, including frequency, percentage, weighted mean, and standard deviation. Additionally, Pearson correlation coefficient analysis was employed to evaluate the relationship among open communication, employee motivation., and the barriers to open communication.

FINDINGS AND DISCUSSION

This section presents the interpretation of data from survey questionnaires distributed to government agency employees. The data were collected and analyzed to support the study objectives.

Profile Information of Respondents

Table 1 presents the respondents' profile information.

Table 1. Profile of Respondents

Profile Indicator	Frequency	Percentage
Age		
18 – 29 years old	44	34.1
30 – 39 years old	61	47.3
40 – 49 years old	17	13.2
50 – 59 years old	7	5.4
Total	**129**	**100.0**
Gender		
Male	62	48.1
Female	64	49.6
Prefer not to say	3	2.3
Total	**129**	**100.0**
Position in the Organization		
Rank and File	108	83.7
Supervisory	18	14.0
Managerial	3	2.3
Total	**129**	**100.0**
Length of Service		
Less than 1 Year	19	14.7
1 - 3 years	49	38.0
4 - 6 years	26	20.2
7 - 9 years	16	12.4
10 years and above	19	14.7
Total	**129**	**100.0**

The data indicate that most respondents fall within the 30–39 age group, capturing the perspectives of a younger demographics, which may influence findings communication and motivation. The gender distribution was relatively balanced, with females slightly outnumbering males. In terms of organizational roles, most respondents hold rank-and-file positions, highlighting

that the survey reflects the experiences of operational employees. The analysis of service length reveals that many respondents were relatively new to the organization, with 1–3 years of experience. This suggests that the perspectives of younger and less tenured employees are crucial for understanding employee motivation. Chang et al. (2016) highlighted how demographic factors influence employee motivation, which aligns with the current study's focus on employee tenure. Additionally, Bogale and Debela (2024) underscored the impact of younger employees on organizational dynamics, reinforcing the need for tailored communication strategies to enhance motivation in governmental organizations.

Open Communication Practices

Open communication practices are crucial for creating a collaborative and engaged workplace, allowing employees to effectively share information and provide feedback. According to De Ramos and Briones (2024), effective communication must involve timely, clear, empathetic, and specific interactions. Table 2 presents the open communication practices implemented within the organization.

Table 2. Open Communication Practices

	Indicators	Weighted Mean	Standard Deviation	Descriptive Rating
1	Transparency	3.14	0.59	Agree
2	Feedback Mechanisms	3.09	0.61	Agree
3	Frequency of Communication	3.01	0.62	Agree
4	Accessibility of Information	3.22	0.54	Agree
	Average Weighted Mean (MW)	3.12		Agree

The table indicates that all assessed indicators received a descriptive rating of "Agree," indicating that respondents believed these practices were effective. Transparency was perceived positively, suggesting that employees felt reasonably well-informed about organizational matters. Feedback mechanisms were acknowledged although some inconsistencies in effectiveness were noted across the groups. The frequency of communication was acceptable but could be improved. In contrast, the accessibility of information received the highest rating, highlighting the organization's commitment to providing essential resources.

In summary, the findings indicate that while the organization excels in transparency and information accessibility, addressing inconsistencies in feedback mechanisms and increasing communication frequency would further improve the effectiveness of its communication practices. Mansor and Huzaimi (2023) supported these findings by highlighting the need for consistent management feedback to enhance employee engagement. Similarly, Balakrishnan et al. (2024) and Roldan et al. (2023) emphasized the importance of frequent, structured feedback on employee performance, which aligns with the current study's recommendation. Additionally, Hon et al. (2011) found that regular feedback is essential to minimize resistance to new initiatives, reinforcing the notion that enhancing feedback mechanisms can lead to a more engaged and motivated workforce. By focusing on these areas, the organization could strengthen its communication practices by addressing these areas, potentially leading to a more engaged and motivated workforce. As pointed out by Laco et al. (2024), effective communication practices are pivotal to an organization's success.

Employee Motivation

Employee motivation is essential for enhancing performance and achieving organizational goals because it encourages individuals to make their best efforts and engage fully in their work. Table 3 presents the key motivational factors that significantly influence employee drive to perform at their highest level.

Table 3. Employee Motivation

	Indicators	Weighted Mean	Standard Deviation	Descriptive Rating
1	Recognition and Appreciation	3.46	0.58	Agree
2	Work Environment	3.51	0.55	Strongly Agree
3	Career Development Opportunities	3.41	0.59	Agree
4	Compensation and Benefits	3.38	0.61	Agree
5	Work-Life Balance	3.19	0.60	Agree
	Average Weighted Mean (MW)	3.44		Agree

The analysis revealed a generally positive perception of the motivational factors employed in this study. The work environment was identified as the most significant factor, indicating that employees view a supportive and positive work setting as essential to their motivation. This finding aligns with Naz et al. (2020), who emphasized the importance of a supportive work environment for fostering employee motivation. Similarly, Dziuba et al. (2020) found that a supportive work environment and recognition programs significantly contribute to employee satisfaction and performance in government offices, supporting the current study's emphasis on these elements.

Recognition and appreciation also play crucial roles in boosting morale because acknowledging contributions significantly influences motivation. As pointed out by Rivera et al. (2023) rewards and recognition systems provided by companies have a positive impact on employee performance. Similarly, Nyoni (2024) observed that recognition programs, career development opportunities, and a supportive work environment positively impact employee performance and motivation in the public sector, further reinforcing the study's findings. Career development opportunities are highly valued, indicating the importance of professional growth. Although compensation and benefits are essential, they ranked lower, suggesting they may not be as critical as other factors. Work-life balance scored the lowest but remained positive, indicating that employees value flexibility and personal time, even if it is not their top priority. The findings highlight that creating a supportive work environment, implementing recognition programs, and providing career development opportunities are essential for enhancing employee engagement and motivation, ultimately leading to improved organizational performance and job satisfaction.

Barriers to Open Communication

Barriers to open communication can undermine an organization's effectiveness and hinder employee engagement by hindering the smooth exchange of information and feedback. Table 4 presents several barriers identified by the organization.

Table 4. Barriers to Open Communication

	Indicators	Weighted Mean	Standard Deviation	Descriptive Rating
1	Organizational Structure	2.97	0.69	Agree
2	Inadequate Communication Channels	2.94	0.76	Agree
3	Workload and Time Constraints	2.98	0.67	Agree

	Indicators	Weighted Mean	Standard Deviation	Descriptive Rating
4	Lack of Trust	2.77	0.71	Agree
5	Fear of Negative Consequences	2.76	0.78	Agree
	Average Weighted Mean	2.91		Agree

The findings revealed that the organizational structure significantly hindered effective communication. Inadequate communication channels were also recognized as a challenge, indicating a shared understanding among employees of the insufficiency of current information-sharing methods. In addition, workload and time constraints were noted as significant obstacles, suggesting that busy schedules limit opportunities for open communication.

The analysis highlighted a lack of trust as a critical factor affecting communication, emphasizing the need to foster trust to enhance interactions. Interestingly, the fear of negative consequences ranked lowest among the barriers, indicating that employees understood the risks of sharing their thoughts. Despite being recognized as barriers, all factors fell within the "Agree" range, suggesting that employees view these challenges as significant obstacles to open communication.

Addressing these barriers is essential for creating an environment conducive to open communication, leading to improved collaboration, increased employee engagement, and enhanced organizational effectiveness. This study emphasizes the importance of trust in communication practices, in line with Zeffane et al. (2011), who noted the critical role. Bahrain et al. (2023) also supported this study by highlighting how inadequate channels and fear of negative consequences impact employee engagement and morale. Recognizing and addressing these challenges is vital for fostering a positive work environment and enhancing overall organizational performance. This perspective was reinforced by Afridah and Lubis (2024), who highlighted the necessity of overcoming these obstacles to improve organizational outcomes. As further emphasized by Ndini and Agustini (2024), challenges related to engagement and responsiveness can be addressed by effective communication.

Relationship between Open Communication, Employee Motivation, and Barriers to Open Communication

Understanding the interplay between open communication, employee motivation, and barriers to effective communication is vital for creating a more productive and engaged workforce. The following null hypotheses were tested using the Pearson correlation coefficient:

1. Ho: There is no significant relationship between open communication and employee motivation.
2. Ho: There is no significant relationship between open communication and barriers to it.
3. Ho: There is no significant relationship between employee motivation and barriers to open communication.

Table 5 presents the relationship between open communication, employee motivation, and barriers to open communication.

Table 5. Relationship between Open Communication, Employee Motivation, and Barriers to Open Communication

Correlations	p-value	Decision	Conclusion
Open Communication × Employee Motivation	0.601**	Reject Ho	Highly Significant
Open Communication × Barriers to Open	0.212*	Reject Ho	Significant

Correlations			p-value	Decision	Conclusion
Communication					
Employee	Motivation	×	0.462**	Reject Ho	Highly Significant
Barriers	to	Open			
Communication					

**Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

The analysis revealed significant correlations among these variables; thus, all the null hypotheses were rejected. The strongest correlation was found between open communication and employee motivation. This indicates that increased open communication is associated with higher employee motivation, underscoring the critical role of transparent dialog in enhancing employee motivation.

Conversely, the correlation between open communication and barriers to it was weak, suggesting that while open communication is generally beneficial, minor barriers still exist. As these barriers increase, open communication tends to decrease, highlighting the need to address these obstacles to foster a more open environment. The relationship between employee motivation and barriers to open communication exhibited a moderate positive correlation, implying that more significant barriers are associated with lower motivation levels. This underscores the detrimental impact of these barriers on employee engagement and morale. Notably, this relationship also suggests that barriers may also rise as employee motivation increases, indicating that even motivated employees can face challenges in their work environment.

These insights align with Musheke and Phiri (2021), who emphasized that enhancing open communication can improve employee morale and motivation, thus supporting the need to address communication barriers for better organizational performance. Similarly, Bahrain et al. (2023) underscored this perspective by highlighting the weak correlation between open communication and barriers, illustrating that even minor obstacles can hinder effective communication despite its benefits. In summary, this study supports the notion that enhancing open communication can significantly improve employee motivation while mitigating the adverse effects of communication barriers. Therefore, addressing these barriers is vital for fostering a culture of open communication, leading to higher employee satisfaction and better performance.

CONCLUSIONS

This study underscores the significant impact of effective communication in enhancing employee motivation within an organization. Although employees generally perceived communication practices positively, particularly regarding transparency and accessibility, there are significant areas for improvement, especially feedback mechanisms and communication frequency. It can be concluded that a supportive work environment and recognition and career development opportunities enhance employee satisfaction and performance. The correlation analysis highlighted a strong positive relationship between open communication and employee motivation, emphasizing that enhancing transparency is crucial for boosting employee morale. However, barriers such as organizational structure, inadequate communication channels, and workload constraints hinder effective dialog and negatively affect motivation. On the other hand, the correlation between open communication and barriers to it was weak, suggesting that while open communication is generally beneficial, minor barriers still exist. As these barriers increase, open communication tends to decrease, highlighting the need to address these obstacles to foster a more open environment. Finally, the relationship between employee motivation and barriers to open communication exhibited a moderate positive correlation, implying that more significant barriers are associated with lower motivation levels.

To enhance open communication, the organization should promote collaborative platforms and consistently share key project updates across divisions. Recognizing innovative contributions and offering continuous learning opportunities are vital for increasing employee motivation. Management can facilitate communication through town hall meetings, structured feedback mechanisms, and social media-like platforms while encouraging personal insights during events to foster inclusivity. Additionally, implementing a skills assessment process will ensure optimal role placement, and cultivating a fair environment in which all voices are heard will enhance transparency and engagement, ultimately improving organizational performance.

By focusing on these strategies, such as enhancing feedback mechanisms, increasing communication frequency, fostering a supportive environment that prioritizes recognition and career growth, assessing the organizational structure and communication channels, and promoting work-life balance, the organization can cultivate a more engaged and motivated workforce. This comprehensive approach will improve employee performance and increase employee job satisfaction.

LIMITATION AND FURTHER RESEARCH

Despite the valuable insights gained from this study, some limitations must be acknowledged. The sample size of employees was limited only to a particular division of the subject government agency, which may not generalize the overall workforce of the particular government agency or those in similar government agencies. In addition, the study did not consider conducting in-depth interviews with selected participants to validate or supplement the data gathered from the survey questionnaire.

The researchers suggested that future research should include a more diverse representation of government agencies in the country to broaden its scope and enhance the study's conclusions. Involving a more significant number of employees from different government agencies would improve the generalizability of the results because the current sample size and demographic differences may limit the applicability across all divisions and levels. Likewise, to reduce self-report bias, since individuals might provide socially desirable answers rather than reflecting their true perceptions, some methods other than surveys can be employed to collect data, such as interviews, focus group discussions, and observations. Moreover, for future research, this study could serve as a preliminary study to analyze the cause and effect between the research variables employed in the study.

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