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## **The Building Blocks of Success: A Phenomenological Study on Effective Communication and Workplace Culture in Construction Firms**

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### **ABSTRACT**

Effective communication is essential in our workplace, yet it often challenges that require deep understanding and adaptation. In our daily lives, each of us encounters numerous challenges posed by communication. Herewith, this study aimed to determine the communication patterns within Irizh Builders & Services Incorporated. This study employed a qualitative inquiry that employs a phenomenological approach to determine the barriers encountered and coping mechanisms employed within the organization. Five participants from Irizh Builders & Services Incorporated were interviewed. Data were gathered through an interview with each participant and were analyzed thematically. The findings reveal that online and face-to-face communication are vital in facilitating collaboration and productivity. Nevertheless, it also identifies prevalent challenges such as communication barriers and generational gaps. Communication can be challenging and frustrating, especially if we do not understand each other, but these participants showed, everything is possible. Hence, organizations must be prepared to face these kinds of obstacles and accept the necessity of constantly changing and adapting in their communication process. These insights provide valuable implications for organizations to help their communication strategies for a better workplace environment.

**Keywords:** Phenomenological approach, productivity, workplace communication, communication process, communication barriers, generational gaps.

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### **Introduction**

An organization's success is not just determined by the rapid growth of its profits. Behind each success of their projects and progress is the result of a positive relationship and cooperation among all company personnel. Communication is essential for ensuring that work runs well. The agreement can only be completed with appropriate communication among company members while working. Communication is vital because it ensures employees perform well, build a positive workplace, and eliminate inefficiencies (Maggioncalda, 2017). Otherwise, the adverse effects of not understanding each other may occur, and agreement between people will be impossible to achieve.

Communication is essential in the industry. According to Emmerson (1962), problems in construction are referred to as communication problems. Communication is influenced by several factors; the difference between formal and informal communication during the design and development phase and multiple options that lead to opposing interests. Communication between two people is usually done using tools, proper guides, and techniques to understand each other. It is important as it helps employees to increase motivation and productivity. It is the relationship between the sender and receiver to exchange information in a diverse cultural environment. It is essential for an organization as it offers an outline for navigating a culturally diverse workplace and promoting the growth and achievement of the company.

Many factors make communication within an organization challenging, such as unclear organizational goals, a lack of understanding of organizational culture and values, a diverse workforce, jargon, language barriers, technological obstacles, and many more issues that arise from within the workforce. Communication difficulties have caused many building project failures and poor project performance reports. The consequences of poor communication resulted in low-quality management structures. The construction sector could benefit from better communication based on different literature reviews. In the field of building management, it is important to consider barriers in organizational communications. The construction industry relies entirely on excellent communication among employees within the organization. However, in a project-based industry, interaction tends to be characterized by unfamiliar groups of people helping together for a certain project. Information exchange in the building ensures the implementation of the main management functions: planning, development, organization, motivation, and control. Therefore, effective communication is very important.

Communication culture is a system of shared values, beliefs, customs, and written and unwritten rules developed over time, which govern how people act in an organization and contribute to the progress of the environment in an organization. The presence of diversity in an organization impacts how the culture should be understood and how people constantly adjust to a shift in an organization's management. A company must guide its employees through the challenges of intercultural communication while interacting with culturally varied persons and to successfully communicate with its management. Intercultural communication is the process of communicating with people from different cultural backgrounds, whether they be from other countries or different subcultures within the same nation (Shibata, 1998). The company's success can result from understanding the intercultural issues among the

employees in an organization. It is the company's responsibility to understand some intercultural issues they could face and to know the solution and action to these challenges.

A company's success is obtained by having a good relationship between all the employees and embracing concise communication flow towards achieving the goals and mission of the company. Effective communication is essential for developing a positive reputation in the industry and can offer a clear competitive advantage that distinguishes a company based on the effectiveness of its operations. Because of this, a company must adjust to a culturally varied communication style to comprehend, inspire, guide, resolve, and oversee its employees. This study aims to examine the lived experiences and communication cultures of the employees in the chosen workplace and explore the communication process in a culturally diverse organization, its challenges, and its solutions to a successful organization through this transition.

### **Statement of the Problem**

The study aims to determine the communication cultures in Irizh Builders Services Incorporated. To obtain the essential data, information, and knowledge about this study, it aims to answer the following:

1. What are the most usual practices observed within the workplace industry?
2. What is the communication culture in the workplace industry?
3. What are the challenges associated with communication culture within the workplace industry?
4. How does communication culture contribute to the overall performance in the workplace industry?

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### **Review Related Literatures**

This chapter reviews relevant studies and literature on communication cultures along with offering more information on communication barriers that exist in companies and institutions.

The evidence that has been provided strengthens the study's argument and conclusions.

#### ***2.0.1 What is Communication***

Communication, according to Wikipedia and the Association of Perioperative Practice, originated from the Latin word "communis", which means to share." Lunenberg (2010) agrees that communication has its roots in Latin from the word communis. However, he asserts that it means 'common', which suggests that there must be a common understanding of the message between the source and the receiver concerning the message being communicated. Additionally, communication is the activity of conveying information through the exchange of thoughts and messages through speech, visuals, writing, or behavior. Communication requires a sender, a message, and a recipient, although the receiver needs not be present or aware of the sender's intent to communicate at the time of communication. Moreover, the Oxford Advanced

Learner's Dictionary of Current English (2004) defines "communication as the activity or process of expressing ideas and feelings or of giving people information."

#### ***2.0.2 The Problem of Communication in Construction***

As reported in the literature, communication is essential in the construction industry. Often, problems in construction are referred to as communication problems. Due to its specific characteristics, the industry forms a complex communication environment. Construction is a fragmented and dynamic sector with a project-based nature. This makes many stakeholders operate in frequently changing sets of contractually driven relationships. The culture shows a reality of conflicts and a lack of mutual respect and trust (Dainty et al., 2006). Communication improvements in the early phases of projects would positively influence the quality as perceived by all stakeholders involved (Emmit & Gorse, 2003). Based on the first literature study into communication in construction and some expert interviews in the Dutch construction industry, it was possible to define the problem of communication in construction in more detail. Most problems were reported in the communication between the demand and supply side stakeholders. The strong interaction in construction projects between stakeholders on the demand and supply sides makes construction projects vulnerable to communication problems.

#### ***2.0.3 Communication Barriers at the Workplace: A Case Study***

Successful and meaningful communication at the workplace is determined by the ability of parties to understand one another and give appropriate replies. Successful communication is crucial in the workplace (Keyton, 2011). Otherwise, the negative impact of not being able to understand each other can occur, and thus, the agreement between the two parties cannot be achieved. This is called a communication barrier. According to Shaw (2011), the most significant problem with communication is the illusion that it has been accomplished. This illusion can trap employers from judging employees as people who cannot follow orders. Sometimes, people in an organization may experience communication problems because the message is unclear to both sender and receiver. Communication failure can often be caused by a lack of clarity (AduOppong & Agyin-Birikorang, 2014). They have also mentioned that

each company may have different barriers to communication (Rahmat, 2019). In contrast, communication barriers have been divided into environmental and personal (Darr et al., 2000).

#### ***2.0.4 'Culture' and 'Communication' in Intercultural Communication***

Understanding intercultural communication is crucially related to understanding how the spoken and written word may be interpreted differentially, depending on the context. Although speakers engaged in intercultural communication typically choose a single language, individuals typically bring their sociocultural expectations of language to the encounter.

Speakers' expectations shape the interpretation of meaning in a variety of ways. To manage intercultural interaction effectively, speakers need to be aware of the inherent norms of their speech practices, how norms vary depending on situational factors, and how speakers from other language backgrounds may have different expectations of language usage and behavior. (Bowe and Martin: 1-2)

#### ***2.0.5 The Relationship of Effective Communication and Safety Culture in Construction Industry in Malaysia***

The construction industry is also often regarded as a hazardous work environment because of its unique structure compared to other sectors (Misnan et al., 2022). Most activities in the construction sector are outdoors, and there is a dynamic change in work locations and a mix of workers from various countries and cultures (Misnan et al., 2022). The structure of the construction setting is different from other sectors where it is multi-cultural in a single workplace (D. Fang et al., 2013). The main difference between construction and other workplace settings is the nature of the organization, where construction is temporary and only exists for some time (upon project completion). However, other sectors exist in a permanent form and conducive environment to implement the safety culture at the workplace. According to Correl and Andrewartha, safety culture is divided into two aspects that is something an organization is, i.e., the beliefs, attitudes, and values of its members regarding the pursuit of safety, and something an organization has, i.e., the structural policies, practices, controls, and policies designed to enhance safety (Correl & Andrewartha, 2000).

#### ***2.0.6 Culture and Communication in the Philippine Aviation Industry***

Communication and coordination are an important aspect of CRM training. Training modules include practical communication skills, conflict resolution, assertiveness, communication styles, and relevant communication models for pilots and cabin crew. Initial CRM training comprises several core elements: human error and reliability, safety culture, organizational factors, stress management, information/acquisition, situation awareness, workload management, decision-making, communication and coordination, leadership, and team behavior (Droog, 2004).

#### ***2.0.7 Effective Communication and Safety Culture in the Construction Industry***

Investigating safety culture in the construction sector, emphasizing the role of foreign laborers and their incorporation into safety procedures, makes this study significant. Emphasizing the significance of good communication in fostering safety and organizational performance, it draws attention to the necessity of a thorough safety culture model that considers both occupational and non-occupational elements (Bakar et al., 2023). Along with providing insights on boosting safety culture and work-life balance, the study also examines the connection between work-family interference and safety climate. With implications for practice and policy in maintaining a safe working environment, the study advances our understanding of safety culture and effective communication in the construction industry context.

#### ***2.0.8 Knowledge Culture and Communication Culture***

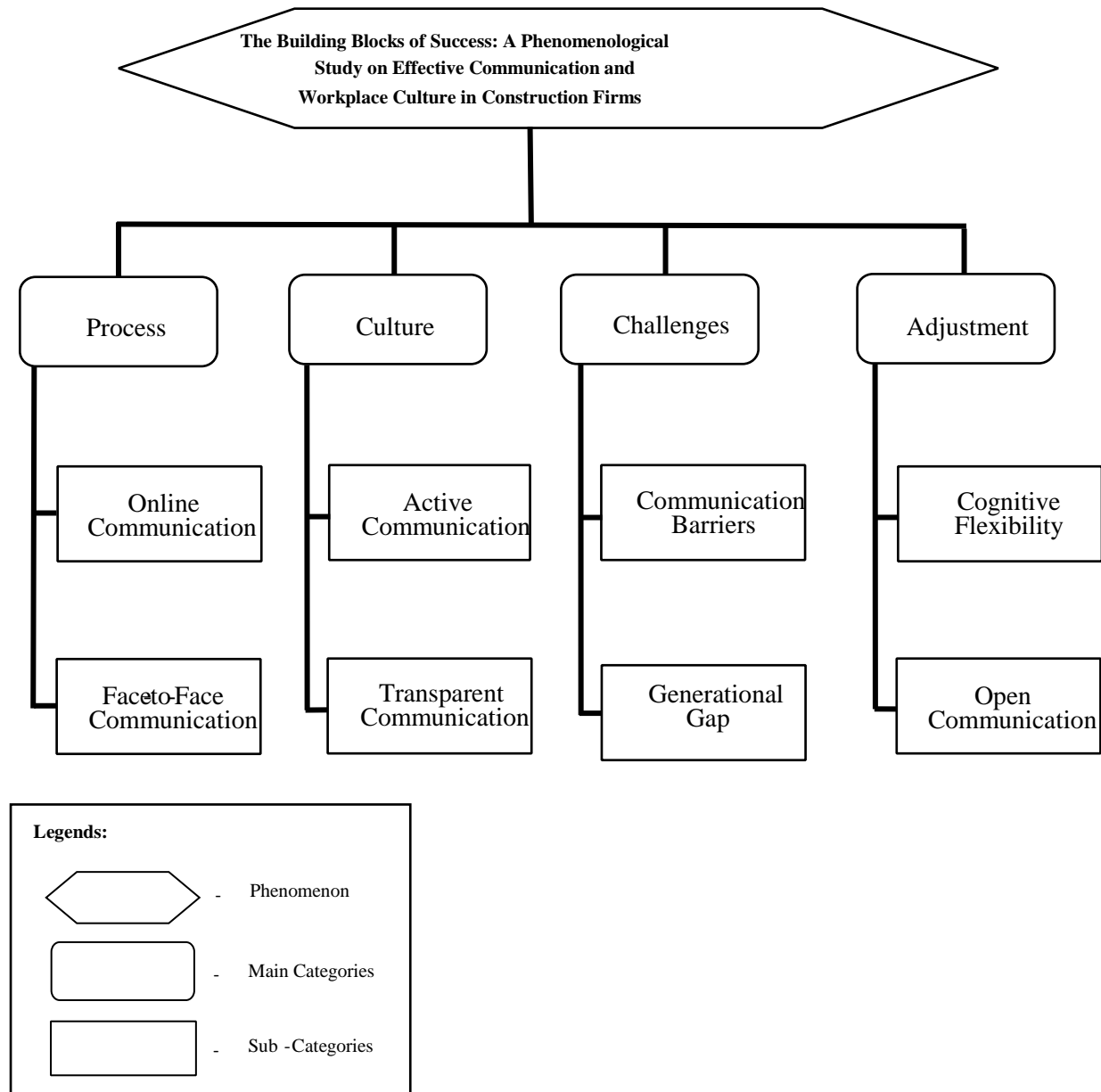
An essential aspect of the research is how it looks at how modern society is moving from a knowledge culture to a communication culture and how different media affect how we see and engage with the outside world (Cadoban, 2012). With the suggestion that communication impacts our sense of knowledge and reality, particularly in the postmodern setting, this shift calls into question how reality is constructed via communication. In general, the study emphasizes the significance of critical thinking and consciousness about the influence of media on our perspective, stressing the dynamic character of communication and its consequences on society.

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## **Methodology**

**Phenomenology:** A branch of philosophy that focuses on the study of conscious experience and how people perceive, understand, and make sense of their surroundings

## 2.2 Research Paradigm



### Research Design

This research study was conducted using a qualitative study under the Phenomenological research design. Qualitative research tries to answer questions about the experience components of people's lives and social situations. Good qualitative research depends on whether the research participants' subjective meanings, actions, and social circumstances are made apparent (Fossey et al., 2002). Phenomenology examines consciousness and the content of conscious experiences, such as judgments, perceptions, and emotions (Balls, 2009). It will broaden our thinking to explain specific events psychologically.

The researchers chose qualitative research since it is more appropriate for the study at hand. Thus, it will provide an in-depth and precise in examining the lived experiences of employees, such as behavior, strategies, motivation, methods, and coping mechanisms in different types of communication and communication cultures. The phenomenological design is well suited to achieve the aims of this study, which is predominantly to examine the communication process of employees.

### Research Locale

This study will be conducted at St. Michal Compound Enriquez St. Catmon, located in the City of Malolos, Bulacan. According to Philatlas (2020), Catmon is a barangay in the City of Malolos with a population of 2,248. This represented 0.86% of the population of the City of Malolos. The researchers decided to conduct the study at Catmon, City of Malolos, since it is the only construction industry in the barangay and to give insights and understand the employees' lived experiences and communication cultures.

### **Population and Sampling**

This research utilized a Non-Probability Sampling design under the Purposive Sampling technique. According to Shona McCombes (2022), non-probability sampling is any approach to collecting survey data using a partial probability sampling methodology. A *purposive sample* is a non-probability chosen based on the characteristics of a population as well as the object of the study. Purposive sampling is often referred to as subjective sampling, judgmental, or selective sampling (Crossman, 2020).

The researchers utilized a Non-Probability Sampling design, particularly the Purposive Sampling techniques since the study intended to classify the environment of five (5) employees. With this technique in use, researchers established a set of criteria wherein the participants were chosen solely based on their judgment pertinent to the study's subject. Additionally, responses will be gathered expediently and expeditiously by utilizing this technique. However, the criteria of the study are the employees who are working from Irizh Builders Services Incorporated in Malolos City.

### **Research Ethics**

Research Ethics provides guidelines that researchers must adhere to while researching as it focuses on protecting participants' privacy and proper acknowledgment to the authors. The American Psychological Association, also known as APA style, is most often used as a format for reference and in-text citation, especially when giving credit to the author of a specific literature that researchers use to support the study. In utilizing the APA in-text citation, the researchers followed the author-year format by writing the author's last name and the year of publication. Proper citation of sources helps researchers avoid plagiarism.

The Republic Act (RA) No. 10173 of the Philippines, also known as the "Data Privacy Act of 2012" (DPA of 2012), was established to protect and safeguard individual personal data the same way as someone's personal property. It is confidential as it ensures the free flow of information to promote innovation and to grow the inherent obligation to protect and secure the subject's information without explicit consent unless otherwise provided by law.

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## **Research Instruments**

### **Interview Questionnaire**

According to Lucy in 2022, a Questionnaire is a research instrument consisting of a set of questions or other types of prompts that aim to collect information from respondents about their knowledge, experiences, behavior, beliefs, or opinions. A typical research questionnaire has a combination of closed-ended and open-ended questions. Open-ended questions enable respondents to answer in their own words in as much or as little detail as they desire. Closed questions provide respondents with a series of predetermined responses from which they can choose. In our study, we will be using an open-ended questionnaire, which will be conducted online with the help of technology, including the different kinds of gadgets to facilitate the respondent in answering them.

### **Screening Tool**

According to Lavrakas (2008), The screening tool is the method of determining if objects selected from a sampling frame are suitable for a survey by evaluating them. Ideally, all members of the sampling frame would be eligible, but eligibility information is often unavailable before constructing the frame. The researcher used this screening tool to determine better if the chosen respondents were suitable for the study and to narrow the participants by the years of their working experience. The study aims to examine the lives and communication culture of the selected employees in the chosen industry.

### **Informed Consent**

Informed consent is a vital instrument and a process used to protect human participants (Salkind, 2010). It is a proper communication process between researchers and chosen respondents to ensure the participant's comfort. It allows potential research respondents to volunteer actively without counterattack or excessive pressure. The chosen potential respondents are also given information they would want to know before joining, allowing them to decide whether or not to engage. In general, informed consent preserves each participant's well-being, ensuring that participation is voluntary and informed and promotes positive feelings before and after the study.

### **Pen and Paper**

In research, pen and paper are indeed important. According to a survey of European and Asian students, University students find it easier to retain information when using handwritten notes rather than digitized ones. Many of the students found that handwritten notes lead to greater data retention than if it is typed (Bothwell, 2017). It improves the ability to assimilate and recall the information that we are listening to. You must instantly rephrase the content into your own words and highlight the most important points because it is not possible to write down an entire lecture. You may make sure you are thinking critically about the topic being discussed by using a pen and paper.

### **Recorder**

A significant use of the recorder is systematically recording replies in the more open and intensive interview (Belson, 1967). The recorder can discover what the interviewer interprets as the correct interviewing procedure when in the discovery process, which can shock the research executive. The researcher focuses on examining employees' lived experiences and communication culture, and the recorder helps to widen the range of written and developed skills in documenting and organizing information in a qualitative manner that will be useful for the analysis and interpretation.

### 3.5.6 Online Platforms

An online platform is an e-learning platform that was created using industrial technology. Online platforms have revolutionized access to all sorts of information. Not only is the Internet used for learning, but it is also used in our everyday lives. An *online platform* is a digital service that uses the Internet to facilitate interactions between two or more separate but interdependent users (OEB Global, 2021). It benefits researchers and respondents due to the time conflicts and back-to-back appointments.

#### Mediated Interview

According to Salmons (2012), online interviews refer to interviews conducted with information and communication technology (ICT). The primary focus is on interviews conducted with synchronous technology, which includes text messaging, videoconferencing, or multichannel meetings. The researchers have utilized online interviews that will take place via the virtual platform Google Meet. The researchers and the respondents will benefit from it because they can still communicate even if it is not conducted personally. It is less of a cost because there is less time disruption, and they do not have to take time off from their current job.

#### Data Collection

Data collection is the systematic process of obtaining and evaluating information on variables of interest to answer research questions, test hypotheses, and assess findings (N.I. University, 2004). The process of collecting data is the following: First, the researchers will make an informed consent form that will be used to ask participants for their permission to join an interview as a subject of the study. Second, the researchers will ask for the professor's approval of the informed consent once completed. Third, when the professor has accepted the informed consent, we will now present it to the participants to ask permission for their participation in our study. Fourth, if the participants agree and sign it, the researchers will inform them regarding their availability for the date of the interview. Fifth, the researchers will provide the questions in advance to the participants so that they to be prepared and lead to more thoughtful answers. Sixth, the researchers will now analyze the answers from the individual respondent. Lastly, the researchers will compile all the respondent's statements and conduct an overall analysis.

#### Data Analysis

The data that has been gathered was analyzed through Thematic Analysis. Thematic Analysis is an accessible, flexible, and increasingly popular method of qualitative data analysis (Braun V., & Clarke V., 2012). Learning to do it provides the qualitative researcher with a foundation in the basic skills needed to engage with other approaches to qualitative data analysis.

The researchers used Thematic Analysis to completely analyze and identify the relation of gathered data in the subject. The researcher would be able to categorize the data that would raise conclusions and arguments about the lived experience and communication cultures of employees, reflecting the experience of other employees as well.

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## Results

The answers of five respondents who are employed by Irizh Builders Services & Incorporated were analyzed to determine, explore, and describe their lived experiences. Data were gathered through online interviews with a cover letter informing respondents about the topic and purpose of the study and assuring the confidentiality of their information and identities. Thematic analysis was used to determine the themes that summarized all of the perspectives gathered on the topic.

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## 4.1 Communication Process in Workplace

### 4.1.1 Online Communication

Online communication at a corporation refers to the use of digital platforms and technology to facilitate effective communication among employees regardless of their physical location. This includes collaborative platforms as well as means such as email, instant messaging, and videoconferencing. It's critical for today's businesses because it fosters collaboration, boosts productivity, and lowers communication costs—especially for remote workers and multinational teams. highlights how Internet communication affects worker productivity and how it might help to streamline communication methods (Choudhary, 2020). Talk about the important function that Internet communication plays in internal business communication and how it helps employees feel like they belong (Fischbach and Wolf, 2019). It also emphasizes the difficulties in leading remote teams and how efficient online communication may aid in overcoming these difficulties to enhance team performance and cooperation (Nguyen and Waring, 2016).

When asked by the researchers to characterize their shared communication culture and its level of establishment, the respondents said, "...*Technology evolves where before we only used telephones and email. These days, yes, we still use telephones and emails, but we can also use Messenger and Viber for easier and more convenient communication and Google Meet or Zoom for meetings...*" - R5 "...*We use a bunch of different tools depending on what we need. We have email for formal stuff, Slack for quick chats, project management platforms to keep track of tasks, and even video conferencing for when we're working remotely. There's also an internal communication platform where they post company-wide announcements and updates...*" -R4.

In modern trade, it is vital for collaboration and sharing of data to be done through online communication. Specialists can effortlessly collaborate utilizing mail, moment informing, video conferencing, and other advanced stages indeed when isolated topographically. This advancement has ended up more basic as inaccessible working and universal groups develop since it empowers genuine-time communication and participation. It brings representatives closer together while raising efficiency. This is presently a principal portion of cutting-edge proficient life that cultivates advancement and participation.

#### **4.1.2 Face-to-face Communication**

Face-to-face communication in the work environment is an energetic and impactful form of interaction that cultivates collaboration, advancement, and relationship building. It permits workers to pass on not only fair words but also feelings eagerly through facial expressions, body dialect, and tone of voice, leading to more important and viable trades. This mode of communication is especially profitable for settling clashes, conceptualizing thoughts, and building solid interpersonal associations. The abundance of face-to-face communication in building belief and understanding among group individuals. Also, face-to-face intuition can improve inventiveness and problem-solving by encouraging unconstrained dialogue and thought. Despite the expanding dependence on advanced communication, face-to-face intelligence remains fundamental to creating a positive and collaborative work environment (Knapp, Lobby, and Horgan, 2013). Face-to-face intelligence is significant for building social capital inside organizations, driving progress in collaboration, and general execution (Waber et al., 2008).

When asked by the researchers to characterize their shared communication culture and its level of establishment, the respondents said, “...*Communication plays an important role in closing a deal with the client. How can we persuade our clients without communication? Much better to show it is through presentation, presenting your ideas. How can you sell a product without It's really important that you can understand each other, especially at work. connecting with them...*” -R2 “...*Mahalaga talaga yung nagkakaintindihan kayo sa isa't isa lalo na sa oras ng trabaho ( . it is important that you understand one another especially when you are at work). Then after, be specific about the message and tell it straightforwardly when addressing what you want them to know or what you mean...*” -R3 “...*Typical interaction like casual talks and asking and answering one's question is our type of communication with each other every day...*” -R5

Face-to-face communication is still significant for beneficial engagement and cooperation in the working environment. This clear strategy of communication empowers modern discussions that utilize tone of voice, signals, and facial expressions to communicate eagerly, sentiments, and other nonverbal markers in expansion to words. These components make strides in communication, coming about in expanded comprehension and closer bonds between colleagues. In-person contacts are particularly advantageous for cultivating inventiveness, settling debate, and setting up certainty. Indeed, if advanced communication can be more helpful, there are times when face-to-face communication has a more individual touch that cannot be supplanted, especially when building up associations, boosting certainty, or exploring troublesome discussions.

### **4.2 Communication Culture in the Workplace**

#### **4.2.1 Active Communication**

Organizations run through diverse cultures, behavior, productivity, and motivation of the employees which is essential both inside and outside the organization (Treem & Leonardi, 2013). Simply satisfactorily performing their jobs is often not enough for employees to thrive at work: organizations expect employees to contribute to organizational performance and organizational well-being as active and strategic communicators (Heide & Simonsson, 2011). The relationship built through communication between the employer and employees in a company not only determines and resulted the process of their work but as well as the progress and success of the company.

In response to a question from the researchers with regards to how they would describe their common communication culture and how well-established it is, the respondents stated, “...*As a company, we make sure to have clear, transparent communication with each one of our members. We also establish active listening and respectful dialogue that creates teamwork and efficiency...*” - R1. “...*Technically, open communication is one of the key requirements to make a company grow. With this, we delegate tasks through communicating to leaders and in-charge personnel and these leaders will relay information to the team members involved. Creating a well-established organizational chart also creates a well-established communication culture. Identifying the right person to relay the right information...*” - R1. “...*Day-by day, I believe each of our employees grows and develops. Likewise, since the beginning, we make communication as our foundation for our company to grow and prosper...*” - R5.

Having active communication is essential. In every workplace, not just in construction industries, situations where conflict does arise, effective and active communication is a key factor to ensure that every situation is resolved. Formal or casual conversation among workers can have a significant influence where a positive and healthy environment can be observed. Additionally, employees who engage in active communication also strive to achieve organizational objectives, which accounts for the success of an institution.

#### **4.2.2 Transparent Communication**

Recent studies focus more on cultivating an open communication climate in organizations. An organization powered by organized and open employees is a win for the company. Having a good relationship between all the employers and employees results in the growth of the company. In addition, this will lead to their efficient job performance, enhanced organizational commitment and trust (Gallicano et al., 2017).

In response to a question from the researchers with regards to their communication culture specifically about their transparency in their company, the respondents stated that, "...You know, communication around here is pretty casual but respectful. We try to keep things transparent, and everyone's encouraged to share ideas. It's not like some stuffy corporate environment where you have to walk on eggshells..." - R4.

"...It is very important to have open communication and it must be well established..." - R2

Transparent communication can lead to the employees' satisfaction, motivation, and greater commitment to their institutions, which ultimately determines team effectiveness. Moreover, the impact of a leader's transparency in employee communication management on employees' daily decision-making and subsequent practices is a significant value that every workplace should adhere to. Having transparent communication with every individual or co-worker can lead to easier communication which it could be a foundation for a successful company.

### **4.3 Challenges to Effective Communication in the Workplace**

#### **4.3.1 Communication Barriers**

The smooth functioning and success of an organization depend on affection communication in the workplace. Nevertheless, this process is frequently constrained by several challenges. As stated by Herich (2008), effective communication is planned for organizational goal achievement. On the other hand, unsatisfied and unclear employees can lead to a lack of efficiency in a firm due to a lack of interaction. Good communication reduces strike actions while developing organizational status. At times, ineffective communication affects the main objective of the firm or organization. Due to the interruption of communication, expensive mistakes have been created. One of the primary causes of miscommunication and poor preparation in many companies is a lack of good communication. The explanation behind this is that leaders obtain information from that interaction, which they can utilize to make decisions that make an impact on the firm or organization. Leaders in most firms prioritize achieving goals and assume that effective communication will come from the human resource department. Because a worker's contributions to their work are the most crucial aspect for the growth and quality of a firm. (Greenberg & Baron, 2008)

When the researchers asked the respondents about their experiences with their current setup, the respondents answered, "...but for those who do have a different first language, we try to be patient and understanding. We also have some translation tools available, and the company even offers language courses for interested people..." - R4, "...most of them came to the province and are not knowledgeable and hardly understand Tagalog or sometimes to speak...", "...misunderstanding due to unclear messages because of the information overload and also lack of active listening..." - R2, "...There are cases where the communication barriers are the cause of problems...", "... hindi maiwasan 'yung (can't avoid the) language and communication barrier." - R1

Communication barriers are limitations that prevent organizations or people from exchanging information effectively. Language challenges, cultural differences, and perspectives are only a few causes of these obstacles. Communication barriers are common among workplace industries, they may occur daily. These types of challenges can cause confusion, contradictions, and so forth that can lead to misunderstandings and ineffective delivery of a message

#### **4.3.2 Generational Gap**

The generation gap describes attitudes, values, beliefs, and actions. A few research and investigations have been conducted to identify the major causes of the problem and to try to determine ways to lessen its increasing control over the disputes that arise between various generations. (Aggarwal et al., 2017). However, because of the complications brought about by technological improvements, some young people face contradictions daily. This causes generational gaps and misunderstanding happens.

In response to a question from the researchers with regards to their communication in the workplace specifically about their transparency in their company, the respondents stated that "...communication conflicts within the firm such as generational gaps..." - R5

The term generational gap describes variations in attitudes, values, beliefs, and actions that exist across various age groups in a community. These variations are often the result of dissimilar experiences, growing up, the influence of the culture, and lastly exposure to technology. They may also be seen in other aspects of life, such as social views, communicational styles, and so forth. Addressing these grasps requires understanding and effective communication

### **4.4 Adjustments of Employees for Effective Communication in the Workplace**

#### **4.4.1. Cognitive Flexibility**

Cognitive flexibility allows people to explore new ideas, and previous knowledge, and improve their level of intelligence, as it allows people to be flexible to manage and adapt to the new environment and sudden changes they might experience. In today's ever-changing workplace, cognitive flexibility has emerged as an essential ability. This adaptive thinking not only improves problem-solving skills but also provides significant cognitive benefits to employee well-being. Embracing cognitive flexibility enables employees to negotiate change, deal with stress, and face obstacles with resilience (Edelheit, J., 2021). Organizations may promote well-being and empower individuals to succeed at issue resolution by encouraging flexible thinking in the workplace and ensuring that no employees should be left behind.



When the researchers asked the respondents about the adjustment, they provided in different challenges they have encountered in their communication process, the respondents answered, "...It is important that an institution is flexible and adaptable through time..." - R1. "...It's important to have a strong communication culture, but it shouldn't be so rigid that there's no room for improvement. If something isn't working, we should be open to feedback and adjust our communication styles to fit the situation..." - R4.

The researchers found out how important having a strong communication culture is in a workplace where employees often take on different responsibilities. Learning to adjust and adapt to a new environment can help to be more effective, especially with diverse clients. Cognitive flexibility enables us to adjust with our communication process and it is essential in adjusting to different communication channels depending on the client's preferences.

#### 4.4.2 Open Communication

With a rising communication channel and challenges to the communication process, open communication is more important than ever. According to Nolan (2023), open communication refers to individuals' ability to openly express their opinions and thoughts to one another. In an organizational setting, a company can promote open communication by actively encouraging all employees to offer their views and opinions. Open communication encourages unity and provides guides to resolve conflicts and collaborate better. It is the lifeblood of the company that promotes inclusion and boosts productivity which helps the company's success.

When the researchers asked the respondents about the adjustment, they provided in different challenges they have encountered in their communication process, the respondents answered, "...Cultural sensitivity, celebrating small wins and failures, training and development, and feedback." - R1 "...By having weekly plans and meetings. Also, taking time to listen and recognize great work...", "...Mas ma-le-lassen siguro (it can lessen) ang (the) communication barriers by promoting open communication..." - R3 "...Always make sure that despite all the conflicts, stress, and hard times at work, promote and make a light mood in the workplace. The positive vibe at work makes each of the employees more open where in that way, open communication can be more observed..." - R4

The technology is continuously increasing resulting in different improvements including the communication process. Nowadays, the number of people using technologies such as mobile phones, computers, laptops, etc., for communication is very rampant. With that, it brought not only an advantage for the community but also a downside. However, to sustain the company's success, open communication fosters and lifts the workforce towards a shared goal. It helps to eliminate the barriers by having solid bonding, clear communication, weekly get-togethers, and positive work, which promotes a light mood and a good flow of work in the company.

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## 5.0 Discussion

The first problem statement was all about the communication process of employees in the workplace. Communication processes are done by different channels. Employees in Irizh Builders Services & Incorporated communicate through face-to-face and digital communication in different social media types. The respondents were able to share their lived experiences as well as their situation in exchanging information and transactions with their co-workers and clients. Face-to-face communication by interacting daily to build company culture and trust. Digital communication which resulted from continuous digital transformation for easier sharing of knowledge, enhancing employees, easier and better work, and distance communication when doing site visits.

The second problem statement was the communication culture in the workplace. The respondents shared with us that most of the employees are blood-related since the company is a family business. Luckily, all of them know how to differentiate the informal interaction they used to have at home from working professionally at the workplace in times of work. Effective communication reflects on a successful family-owned business. With the help of active and transparent communication, builds trust and transparency where employees feel comfortable, increases productivity, minimizes conflicts, and fosters better collaboration and teamwork.

The third problem statement was the challenges in the communication process of employees in the workplace. A company's success is not just only determined by the rapid growth of its profits. Behind the success is great communication between each of the employees. However, the reality is we can't avoid challenges that will hinder the company's success and it usually starts because of communication barriers. The major challenges shared by the respondents are communication barriers that can be the major cause of failures and down performance. Due to some barriers that the respondents said such as generational gap, lack of clarity, various moods, emotional disconnection, numerous choices, etc., it fosters an unbalanced relationship and promotes informal conversation. This also resulted in ineffective communication and poor productivity that might affect the overall services of the company.

The fourth problem statement was the adjustment of employees in the workplace.

We've all experienced how challenging it is to adapt to a new environment due to different cultures, particularly in building a relationship with other people with different cultures, dialects, or languages. To adapt to rapid changes in the world and to the company, it becomes essential for employees to learn cognitive flexibility to manage open communication and to achieve effective communication. The employees focused on building and sustaining open communication by greeting each other early in the morning at work, getting along together, building positive communication, and recognizing each

other's achievements to connect and easily understand each other. It is important to have a well-crafted relationship by having effective communication as well as an open, engaged, and transparent workplace.

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## 6.0 Conclusion

This study entitled "Building Blocks of Success: A Phenomenological Study about the Effective Communication and Workplace Culture of Employees in Irizh Builders & Services Incorporated" was conducted to know how effective the communication and its communication culture was in the workplace. Additionally, for us to determine the communication barriers the institution has been facing ever since the company was established. The purpose of this study is to discover and learn more about the value of communication and how it operates within an institution.

There are two communication processes in the institution: Online Communication and Face-to-Face Communication. These processes were both effective which caused a more convenient and impactful way of interaction, communication, and collaboration. Moreover, upon the responses of the Irizh Builders & Services Incorporated employees, active and transparent communication has been the company's communication culture ever since it was established. As a result, challenges about the effectiveness of communication in the workplace such as generational gaps and communication barriers are easily resolved.

Our relationships with others, not just in the workplace, are shaped through communication. Hence, it is crucial in our industry to communicate with one another. The skills associated with communication help to mold an individual's career path. Since Irizh Builders & Services Incorporated is a family business company, the institution was well-managed by the family members involved and communication practices are not much of a problem. Working effectively depends on effective communication, particularly in construction companies where effective communication is the cornerstone of a project's success. Conversations among coworkers, professional meetings, conferences, project discourse, and other forms of engagement are essential because they allow workers to get to know one another and could lead to an opportunity for them to be open with one another at later times. In addition to this, the respondents asserted that conflicts may not be avoided all the time, but with transparency, and clear, and active communication between the employers and the employees, conflicts are easily managed and resolved.

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## 7.0 Recommendation

Based on the findings and conclusion of the study, the following recommendations are made:

### **Address communication obstacles**

For organizations, issues including information overload, cultural differences, and language barriers must be addressed by the organizations. To promote interaction among the different teams, Irizh Builders Services & Incorporated should offer resources like language classes or the use of translation tools. Furthermore, promoting a culture wherein active listening and unambiguous interaction helps to lessen miscommunication as well as improve the execution of the intended messages of the sender.

### **Orientation workshops**

Set up orientation workshops especially for new hires to introduce them to the policies, processes, values, and culture of an organization or firm. This will help the employees to gain motivation and increase their confidence to improve their performance.

### **Feedback Session**

A company needs to build an open environment where everyone can share their thoughts, opinions, suggestions, and recommendations to improve the progress of the company. In this session, employees will ask new hires to provide their opinions and views on their training experiences. This session may help to pinpoint areas to make that they are made to feel valued and heard right away.

The researchers suggest that the next group of researchers should improve the participants when you can add and interview more than that and put it into your research for you to find more solutions to those questions in your study. Researchers also must think critically, especially when seeking answers to specific questions, because this might help them do effective research.

### **Scope and Delimitation**

The scope of this study is to determine the communication cultures among the employees of Irizh Builders & Services Incorporated and how they deal with the process. It will discuss the types of communication they have and the strategies how they cope up with different challenges that emerge in the communication process. The researchers aim to know the effects of proper communication. By conducting this research, the researchers will be aware and fully understand the experiences and communication cultures of these construction industry employees.

The delimitation of this study is the following: there would be only five chosen employees from Irizh Builders & Services Incorporated, who will be the participants and will be the main subject of the research study. They will be interviewed by the researchers using a computer type of interview or an online platform via Google Meet as constrained due to a conflicting schedule. Every participant in this study will answer the same questions. The main limitation of this study is the shortage of time and the respondent's and researcher's situation. The time frame of this study would only be before the midterm examination

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