

Communication Barriers in the Workplace

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Abstract

Several barriers to communication have been observed in the workplace. Concern over miscommunications due to the credibility of the sender, information overload, emotions, language, and absence of feedback is evident even in this technological era. Thus, this descriptive research was conducted to determine the communication barriers among workers of Yazaki-Torres Manufacturing Inc. in Calamba City, Laguna, Philippines. The 120 employees of Yazaki were the respondents of the study who were chosen using convenience sampling and quota sampling design. With the self-constructed survey questionnaire, the data gathered was analyzed and described using frequency and percentage, weighted and composite mean, t-test and analysis of variance (ANOVA). The study found out that respondents assessed the communication barriers as evident to credibility of the sender, information overload, emotions, language and absence of feedback. There is no significant difference on the respondents' assessment communication barriers when grouped according to their profile except sex and position to mitigate communication barriers in the workplace.

Keywords: *communication barriers, information overload, language and absence of feedback*

1. Introduction

In today's global economy, there are several barriers to communication in the workplace. Communicators must work harder to ensure the message is received and acted upon. While most businesses spend most of the time in communicating, sending messages is only half the communication equation. The other half involves the recipient's ability to accurately interpret and understand the information provided generation and communicators are involved in a dynamic business communication.

Communication is a process beginning with a sender who encodes the message and passes it through some channel to the receiver who decodes the message. Communication is fruitful if and only if the messages sent by the sender are interpreted with same meaning by the receiver. If any kind of disturbance blocks any step of communication, the message will be destroyed. Due to such disturbances, managers in an organization face severe problems. Thus, the managers must locate such barriers and take steps to get rid of them.

Sapungan, et al. (2018) explain that communication is what connects people as human beings, and it is also one of the most important concern in life. People can express their feelings and thoughts by the help of communication; it is also a way of sharing beliefs and culture to one another. In today's life good communication skills is vital all over the world and having it can lead someone to success in any career.

Effective communication in the workplace cannot be overstated. When the goals of a company are clear and everyone is on the same page, there tends to be an improved workplace culture since employees understand where they fit in and what they are supposed to be doing. Bottom line, it improves morale. Employee relationships can also benefit from good communication, which results not only in the employees being more productive but also in improved morale as they may begin to think of one another as friends rather than just co-workers. This can result in greater innovation as the employees do not feel like their ideas will get shut down when they are shared (Harness, 2018).

Communication is known to be the key factor for the success of any organization, within any kind of an organizational structure, individuals have to work in collaboration, they need to conduct meetings, discuss with each other various issues regarding their functions and activities; on the other hand, if they develop amongst themselves strained relations and hard terms then they will not be able to work effectively and incur profitability, productivity and goodwill within the organization. In concerning communication, there are some barriers that every organization deals with; individuals are

of the viewpoint that the process of communication is very simple and straightforward, which is true but, what makes the process complicated, difficult and tedious, the answer to this is barriers. Barriers are the ones that make the process of communication difficult. (Zaineb, 2010).

Good communication practices are at the heart of every successful business. Communication serves two essential functions in every organization. It disseminates the information needed by employees to get things done and builds relationships of trust and commitment. Workplace communication is vital to an organization's ability to be productive and operate smoothly. Employees need to feel secure that they are receiving truthful and updated information from superiors. They also want to have the ability to share ideas, thoughts and concerns within the company. Studies have shown that even after a period of downsizing, companies that have excellent communication are able to retain the surviving employees (Conrad, 2014).

The study of communication is important, because every administrative function and activity involves some form of direct or indirect communication. Whether planning and organizing or leading and monitoring, school administrators communicate with and through other people. This implies that every person's communication skills affect both personal and organizational effectiveness (Brun, 2010; Summers, 2010). It seems reasonable to conclude that one of the most inhibiting forces to organizational effectiveness is a lack of effective communication (Lutgen-Sandvik, 2010).

Communication barriers are the problems that arise at every stage of the communication process and have the potential to create misunderstanding and confusion (Boone, 2013).

Communication, when it is impeded and does not reach the receiver is often somewhat ineffective and the impediments are known as barriers (Mamoria, 2013).

The subject of this investigation was Yazaki-Torres which was established in 1974 as a joint venture of Japan and the Torres family of the Philippines. It is 60% owned by Filipinos and 40% owned by Japanese. The Company not only promotes employment in the Philippines, but also contributes to the country's exports of industrial goods. Yazaki-Torres groups operate four production facilities in Laguna, Lipa City, Calamba City, and Batangas City. Yazaki-Torres Manufacturing Inc. in Calamba Laguna manufactures automotive parts. The company offers wire harness, battery cables, meters, power distribution and control systems, connectors, sensors, and other automotive products. Yazaki-Torres Manufacturing supplies its products worldwide. Yazaki-Torres Manufacturing Inc. needed hardware platforms to always conform to its growing requirements. Yazaki-Torres acquired a number of Fujitsu hardware products: Fujitsu teamserver G870i was used as groupware server, running Teamware office that include Teamware Mail and Teamware Flow; Fujitsu teamserver C310i runs in its Internet and Firewall server, and Fujitsu GP7000 highly reliable enterprise server powered by the latest 64-bit SPARC64GP processors to run its manufacturing applications. The Fujitsu hardware could cope with the requirements of the Yazaki-Torres' computerization program. Yazaki-Torres has been Fujitsu's customer for 16 years, which started in August 1983 when the company first acquired a FACOM V830 minicomputer.

To recommend feasible actions to mitigate communication barriers in the workplace drove the researchers to conduct this investigation. The study is deemed advantage to future human resource practitioners to have knowledge on how to handle communication barriers. The researchers aimed to determine the communication barriers in the workplace in Yazaki-Torres Manufacturing Inc. The researchers believed that this study is both significant and beneficial not only to Yazaki-Torres Manufacturing Inc. but also to HR personnel and other researchers as well.

1.1.Statement of the Problem

This study aimed to assess the communication barriers among workers in Yazaki Torres, Manufacturing Incorporated at Calamba, Laguna. Specifically, the study sought answers to the following questions: What is the profile of the respondents in terms of age/generation, sex, employment status, position, length of service and department?; How do the respondents assess communication barriers in the workplace in terms of credibility of the sender, information overload, emotions, language, and absence of feedback?; Is there a significant difference on the respondents' assessment on communication barriers when group according to their profile?; and Based on the findings, what strategies can be recommended to mitigate communication barriers?

1.2.Theoretical Framework

One way to understand communication is to view it as a people process rather than a language process. This study is anchored on barriers to communication by Medina (2011). There are times when the receiver is not able to properly receive or understand the message as intended by the sender.

Filtering, refers to the manipulation of the information so that it will be seen more favorably by the receiver. Telling what the boss wants to hear is filtering. Selective Perception, receivers selectively see and hear messages based on their needs, motivations, experience, background, and other personal characteristics. Information Overload, refers to the condition in which information inflow exceeds an individual's processing capacity. When this happens, the person is no longer able to understand clearly whatever information is sent to him. Emotions, the receiver's feelings affect his ability to understand any message sent to him. He cannot receive a message as clearly as when he is not angry, excited, or afraid. For instance, when a person stricken with grief, it cannot be expected that he will be able to absorb the details of a project presented to him. Language, words do not always mean the same thing to different people. This poses a barrier to communication. Although, the words "lavatory", "john", "toilet", and "restroom" mean the same, the word comfort room or CR is the one more readily understood by many Filipinos. The best thing to do when delivering a message is that a sender must use words that are commonly used by the audience. This will facilitate communication. Communication Apprehension, refers to the undue tension and anxiety about oral communication, written communication, or both. There are people who find it extremely difficult to talk with others face-to-face or even carry a telephone conversation. Absence of Feedback, feedback is an essential component of effective communication. When feedback is received by the sender, he can make some clarification if he thinks the receiver did not clearly understand what the sender means. Physical Separation, refers to interferences, to effective communication occurring in the environment where the communication is undertaken. This are actually physical barriers which include the following: distances between people; walls; an office that is not conducive to communication; an intimidating person posted near the door; or wrong timing. Credibility of the Sender, Depending on the credibility of the sender, messages can get through the channel to the receiver. If the sender has low credibility, the message, even if it gets through, will likely be ignored. This is a type of barrier that should be overcome by leaders of organizations.

This theory supports the present study for clarity and coherence of the discussion the following select barriers were considered: credibility of the sender, emotion, language, information overload, and absence of feedback. This is due to a variety of barriers that may impede the communication effort.

1.3.Conceptual Framework

This study aimed to assess the communication barriers among workers in Yazaki Torres, Manufacturing Incorporated at Calamba Laguna and follows an IPO model.

The input box contains the profile of the respondents in Yazaki Torres Manufacturing Incorporated according to their age/generation, sex, employment status, position, length of service and department. It also includes the respondents' assessment on communication barriers in the workplace in terms of credibility of the sender, information overload, emotions, language and absence of feedback. On the other hand, a directional arrow leads to the process box which contains the survey questionnaire, administration of survey questionnaire. Lastly, the output box shows the strategies that will be recommended to mitigate the communication barriers in the workplace.

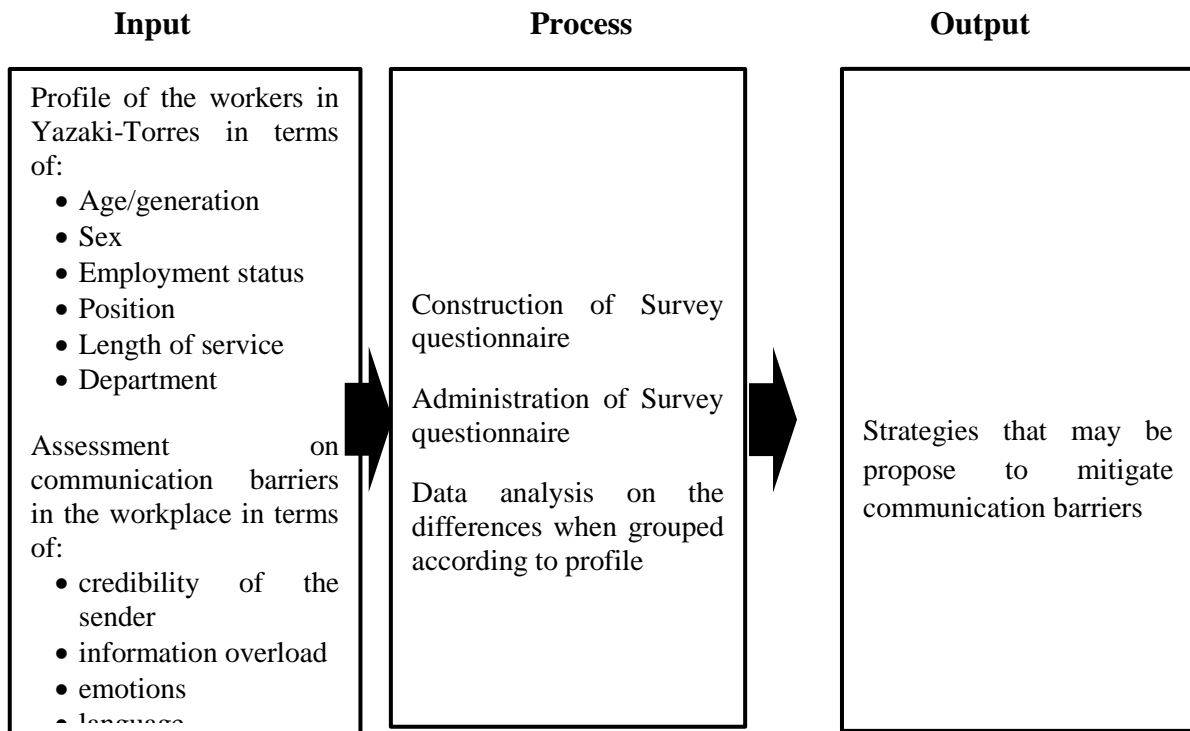


Figure 1
Conceptual Paradigm

1.4. Significance of the Study

This study will be a great help to Administration of Yazaki Torres Manufacturing Incorporated, Employees, Academic Institutions, Human Resource Development Management Students and Future Researchers. **Administration of Yazaki Torres Manufacturing Incorporated.** This will help in achieving its goals through establishment of more efficient and effective foundation and environment for its employees. They will be aware of things they might be lacking with their employees evaluation. Also, administration will know a communication barrier that leads to miscommunication of employees. **Employees.** The findings of the study will help the employees Yazaki-Torres to effectively communicate with co-workers. It will improve their commitment through the use of their knowledge. Employees will be able to know the different personalities of people on a workplace having this study they will easily adjust and communicate effectively. The study aim to provide information that will help the productivity of an employee. **Academic Institutions.** This study can be used by Academic Institutions aside from miscommunication at a workplace, barriers also happens in an institution. **Human Resource Development Management Students.** It can serve as their guiding tool to further understand the topic. This will be a great help for Students as a reference for their studies. They can also apply the result of the study on their future job. **Future Researchers.** This will serve as additional reference in their study. Upon reading this work they could develop other ideas that might be their topic for their study or they can even enhance this study if the time comes that the information stated here become obsolete.

2. Research Methods and Procedure

2.1. Research Design

The purpose of the study was to assess the communication barriers in the workplace. The researchers use descriptive method of research as it deemed appropriate for describing, analyzing,

interpreting the data presented and collected from the respondents. According to Calderon (2012), descriptive method is concerned with gathering, classifying and presenting the data and summarizing values to describe group characteristic of the data. The questionnaire is one of the most popular data gathering tools descriptive research which was employed in collecting the needed data.

2.1. Respondents of the Study and Sampling Design

In selecting the respondents in terms of employees, the researchers considered the profile of the employees such as age, sex, employment status, length of service, position and their assigned department. The researchers provided the questionnaire to 120 employees in Yazaki-Torres Manufacturing Inc. The respondents answered the survey questionnaires provided by the researchers to ensure that the information was reliable. The researchers used quota sampling and convenience sampling in distributing their questionnaires. Application of quota sampling ensures that sample represents certain characteristics of the population chosen by the researchers. Quota sampling can be divided into two groups such as controlled and uncontrolled. Controlled sampling involves introduction of the certain restrictions in order to limit researcher’s choice of sample. Uncontrolled sampling, on the other hand, resembles convenience sampling method in a way that researcher is free to choose sample members according to his/her will. Convenient sampling is a statistical method of drawing representative data by selecting people because of the ease of their volunteering or selecting units because of their availability and the quickness with which data can be gathered.

2.3. Data Gathering Instrument

To gather information and data, the researchers formulated a survey questionnaire as a primary research tool. The instrument was divided into two parts: the first part deals with profile of employees of Yazaki-Torres as to their age/generation, sex, length of service, employment status, position, and department. The said profile of the respondents was answered by filling up all the necessary blank spaces and by marking all the appropriate boxes with check mark. The second part consists of the variables on how the respondents assess the barriers to communication as to credibility of the sender, information overload, emotions, language, and absence of feedback.

The first draft of the questionnaire was submitted to the adviser, panel members and chairperson for consultation and validation. After the validations, the final draft was brought to grammarian for checking the questionnaire. The researchers have to sample 20 respondents for the reliability test and the result was 0.70 cronbach coefficient which was tested by the statistician.

To interpret each item, the respondents asked to rate each item using a four-point scale wherein one (1) as the lowest and four (4) as the highest.

Scale	Responses
4	Always
3	Often
2	Rarely
1	Never

To assess communication barriers in the workplace, the following numerical values and their corresponding verbal interpretation were used to interpret the weighted mean and composite mean:

Statistical Limit	Verbal Interpretation
3.50 - 4.00	Highly Evident
2.50 - 3.49	Evident
1.50 - 2.49	Moderately Evident
1.00 - 1.49	Least Evident

2.4. Data Gathering Procedure

After the series of observation and evaluation of all the necessary data the researchers came up with the use of several methods which could be used to determine the communication barriers in the workplace in Yazaki Torres Manufacturing Incorporated. In order to draw better solutions, the proponents followed the following procedures.

In order to generate the desired topic of the study, the researchers browsed some related articles like books, unpublished theses, published thesis, journal and some electronic references. After the researchers gathered/consolidated the information needed on the study they submitted the topic to the research adviser for the approval. Different libraries were also visited such as Batangas State University Malvar Campus, Batangas State University Lipa Campus and Main Campus 1 and Lipa Public Library. Through extensive reading enough literature and studies that server as an excellent source for questionnaire construction was gathered by the researchers. The set of question provide was validated and verified by the researchers' panelist, statistician, grammarian and experts. The questionnaire was composed of demographic profile and the assessment of communication barriers in the workplace.

The validated and verified set of questionnaires undergone reliability testing to determine if the questions are applicable and fit to the study. After getting the results of reliability test, the researchers immediately started the distribution of the questionnaire to the respondents and at the same time the researchers retrieved all the questionnaire that are already done. After the validation of questionnaire, the researchers wrote a letter of request to the administration of Yazaki-Torres Manufacturing Inc. to allow the distribution of survey questionnaire, unfortunately it was prohibited to disseminate survey questionnaire in front of Yazaki-Torres Manufacturing Inc. instead they advised to administer it at Walter Makiling which is the nearest on their company. The survey questionnaire that had been collected was tallied and tabulated by the researchers with the help of a statistician, the results of tallied and tabulated questionnaire undergone again different test like Frequency and Percentage, Weighted and Composite mean and T- test and Analysis of variance (ANOVA).

2.5. Statistical Treatment of Data

The researchers utilized the following statistical measures in order to analyze and interpret the data so as to provide answers to the specific problems of the study. **Frequency and Percentage.** This was used in determining distribution of the respondents in terms of their profile. **Weighted and Composite Mean.** This was used to determine the respondents' assessment on barriers to communication. **T-test and Analysis of Variance (ANOVA).** These were used to determine the significant difference of the respondents' assessment of communication barriers when grouped according to their profile variables.

3. Presentation, Analysis and Interpretation of Data

The data gathered through different research instruments were presented and discussed thoroughly in this chapter. The data are presented in a tabular form and organized based on the sequential order of presentation of the specific problems indicated at the beginning of the study.

3.1. Profile of the Respondents

The succeeding tables present the profile of the respondents in terms of age, sex, employment status, position, length of service, and department. The succeeding table presents the profile of the respondents.

3.1.1 Age

The distribution of the respondents in terms of age in the table below was determined and interpreted using frequency and percentage. Table 4.1.1 shows the classification of respondents' profile according to age.

Table 3.1.1
Distribution of the Respondents in terms of Age

Age	Frequency	Percentage
18 - 34 years old	50	42
35 - 50 years old	50	42
51 - 69 years old	20	16
Total	120	100%

The table above presents the age range of the respondents. The respondents between 18 to 34 years old and 35 to 50 years old are the most. It can be explained that the organization mostly hired employees with an age bracket of 18 to 34 years old and 35 to 50 years old. At least 16% of the respondents are 51 years old and above.

number on the total population; it is because employees of this age were tend to feel physical illness that lead them inability to perform their specific task. It is also the retirement stage in an organization. It can be viewed that the employees from Yazaki-Torres Manufacturing Incorporated chose to hire young skilled employees who can work faster and can be adaptable to change rather than the old employees.

It can be linked to the statement of Kramer and Madden (2008) that age differences exist in the ability to divide attention between two tasks. Generally, older adults tend to perform more poorly than younger adults.

3. 1.2 Sex

The profile of the respondents in terms of sex in the table below was determined and interpreted using frequency and percentage.

Table 3.1.2
Distribution of the Respondents in terms of Sex

Sex	Frequency	Percentage
Male	36	30
Female	84	70
Total	120	100%

As shown in the table above, the study revealed that majority of the respondents with 70 percent or 84 of the total population were female. On the other hand, 36 respondents were males with a percentage of 30.

Based on the figure above, the dominated number of the respondents belonged to the female side. Based on the collected questionnaires, more than half of population consists of female respondents while the rest consist of male. It implies that female employees are more capable in doing detailed and complicated automotive parts which manufacturing company need as compare to male. It was supported by the statement of Arente et al. (2008) states that male and female are different not only in biological but also in the psychological and behavioral aspects. Women make up more than half of the professional in technical workforce.

Moreover, as stated by Hesmondhalgh & Baker (2015), that women are more caring, supportive and nurturing that woman are better communicators that they are better organized and men are more creative because they are less bound by rules.

3.1.3 Employment Status

The profile of the respondents in terms of employment status in the table below was determined and interpreted using frequency and percentage.

Table 3.1.3
Distribution of the Respondents in terms of Status of Employment

Status of Employment	Frequency	Percentage
Regular	94	78
Contractual	26	22
Total	120	100%

As indicated in the table above, a large number of respondents occupied by regular status with a frequency of 94 and a percentage of 78. Meanwhile, some respondents were contractual with a frequency of 26 and a percentage of 22.

It can be deduced that most of the employees that have been subject to regularization because President Rodrigo Duterte certified as urgent a proposed law against contractualization or "endo" (end of contract) arrangements.

"I hereby certify to the necessity of the immediate enactment of Senate Bill No. 1826...in order to strengthen workers' security of tenure by prohibiting the prevalent practices of contractualization and labor-only contracting which continue to immerse our workers in a quagmire of poverty and underemployment," Duterte said (Paterno II & Rey, 2018)

3.1.4 Position

The profile of the respondents in terms of position in the table below was determined and interpreted using frequency and percentage.

Table 3.1.4
Distribution of the Respondents in terms of Position

Position	Frequency	Percentage
Manager	13	12
Senior Supervisor	7	6
Rank and File	100	82
Total	120	100%

It can be gleaned from the Table 3.1.4 that majority of the respondents were rank and file employees with a frequency of 100 and a percentage of 82. On the other hand, section chief and senior supervisor has the same frequency of 5 and percentage of 4. The lowest number of respondents with frequency of 2 and with equivalent percentage of 2 were Manager and asst. supervisor. The result shows that rank and file employees has the larger number compare to managerial and supervisory position. It can be gleaned that in every organization a group of employees were facilitated by manager or supervisor. It is the upper position that guides rank and file position throughout the process.

According to Metcalf (2018) managing 100 employees is a task that cannot be accomplished single-handedly. Any attempt to do so would ultimately be doomed because there is simply not enough time to do it well. The solution is to delegate authority to supervisors and establish a reporting system to help you track key activities and metrics. Organizing a business on this basis will give you peace of mind and the power to make your business grow. The span of control measures the number of employees who report to a supervisor. Tightly managed companies with a large organizational hierarchy will likely have fewer employees under each supervisor, while a company with a flatter structure will have more. The nature of your business will help determine your spans of control –

some processes require closer supervision than others. You must also consider the management abilities of your team leaders and how they interact with the employees they manage. Fifteen to 20 employees per supervisor is probably the upper limit for effective management.

According to Solomon (2010), position is a group of current duties and responsibilities assigned by official authority and requiring one person to perform them. Thus, a position may exist even though it is not filled. A position is usually established by a budget action setting aside funds for salary and others cost.

3.1.5 Length of Service

The profile of the respondents in terms of length of service in the table below was determined and interpreted using frequency and percentage.

**Table 3.1.5
Distribution of the Respondents in terms of Length of Service**

Length of Service	Frequency	Percentage
Less than 6 months	2	2
7 – 11 months	6	5
1 – 3 years	28	23
4 – 6 years	17	14
7 – 9 years	8	7
10 years and above	59	49
Total	120	100%

It is reflected in the table that majority of the respondents are ten years above with a frequency of 59 which yield a percentage of 49. It was followed by the one (1) to three (3) years employees with a frequency of 28 and a percentage of 23. However, the employees which were less than six months got the lowest frequency of 2 and generated a percentage of 2.

It can be deduced that employees were satisfied where as it has good management where employees has a chance to work productively and increase their self-worth. The management let the workers improve one skill, and engaging people in activities that will be able to know their strength and weaknesses.

Also, as statement by Guicio (2008), length of service directly influences the degree of employee’s commitment in the business. This degree has been connected with the extent to w/c certain employees had been adapted by the organization change.

Schwantes (2018) stressed that people in management roles would have figured this out by now. Great leadership is about helping others succeed. They see potential in the people under their care and want to create opportunities for them to grow and advance.

3.1.6 Department

The profile of the respondents in terms of department in the table below was determined and interpreted using frequency and percentage.

Table 3.1.6
Distribution of the Respondents in terms of Department

Department	Frequency	Percentage
Manufacturing Division 1	76	63.3
Manufacturing Division 2	13	10.8
Manufacturing Division 3	18	15.0
Manufacturing Division 4	13	10.8
Total	120	100%

As shown in the table above majority of the respondents employed in manufacturing division 1 with a frequency of 76 and a percentage of 63.3. Meanwhile, some respondents were in manufacturing 2 and 4 with a frequency of 13 and a percentage of 10.8. It can assumed that in manufacturing division 1 it has a machine of Kodera and Komax were it needs a lot of people to operate all the said machines.

3.2. Assessment on the Communication Barriers in the Workplace

The succeeding tables present the data gathered through the questionnaire accomplished by the respondents. The data presented herein concern on the assessment on the communication barriers in the workplace.

3.2.1. Credibility of the Sender the validity of the message is tied to the reputation of the sender. If the receiver doesn't trust the sender, he will view the message itself with skepticism or suspicion.

Table 3.2.1 presents the assessment on the communication barriers in the workplace in terms of credibility of the sender;

Table 3.2.1
Credibility of the Sender

Statements	Mean	Interpretation
In our organization...		
1. employees follow what the supervisor or manager requiring.	3.86	Always
2. my co-workers do not trust my ability to communicate because of my age and experience.	2.04	Rarely
3. I agree on my superior even though I'm not convinced by his or her opinion.	2.74	Often
Composite Mean	2.88	Evident

Furthermore, the statement “employees follow what the supervisor or manager requiring” gain 3.86 weighted mean with the interpretation “always”. It can be gleaned that most of the employees depend the importance of the message according to the position of the sender. They comply with the command from the person superior to them because of his knowledge and expertise. On the other hand, the statement “my co-workers do not trust my ability to communicate because of my age and experience” achieved the lowest weighted mean of 2.04 with the interpretation “rarely”. It explains that they see lack of expertise on the part of the sender but somehow they still build trust to people on different age and experience have the ability to perform or execute task that others cannot do.

This was supported by the statement of Business Jargons (2018) stressed that in every organization, the employees are divided into several categories on the basis of their levels of the

organization. The people occupying the upper echelons of the hierarchy are superior to the ones occupying the lower levels, and thus, the communication among them would be formal. This formal communication may often act as a barrier to the effective communication. Such as the lower level employee might be reluctant in sending a message to his superior because of a fear in his mind of sending the faulty or wrong message.

3.2.2. Information Overload. Effective communication in the workplace is blocked by the overwhelming amount of information. For one-on-one communication, the setting and timing can be critical to communicating effectively.

Table 3.2.2 presents the assessment on the communication barriers in the workplace in terms of information overload

**Table 3.2.2
Information Overload**

Statements	Mean	Interpretation
In our organization...		
1. the manager or supervisor provides too much information that make me confused.	2.52	Often
2. there are always changes in the department in policies and procedures.	2.50	Often
3. frequent meetings create confusion.	2.61	Often
4. employees don't know what to do first when emails, memos, bulletin, announcements, and reminders are commonly disseminated.	2.26	Rarely
Composite Mean	2.47	Moderately Evident

Moreover the statement “frequent meetings create confusion” gain 2.61 weighted mean with the interpretation “often”. It can be explain that scheduling of last minute events or meetings cause shared calendar confusion in the workplace. Furthermore, employees were running the risk of poor attendance as well as late attendance.

On the other hand, the statement “employees don't know what to do first when emails, memos, bulletin, announcements, and reminders are commonly disseminated.” achieved the lowest weighted mean of 2.26 with the interpretation “rarely”.

It can be gleaned that having several announcements create confusion on the part of the worker where as it is an extra baggage on doing their task. Moreover, having too much information from these media overloads the capacity of an individual to clearly understand the message but some of the workers are no longer confused because they used to encounter these kinds of media in their daily work.

This was supported by the study of Mcmurtry (2014) stressing that the problem of email overload in the workplace, the feeling of being overwhelmed by the constant flow of messages appearing in the inbox and the inability to manage the high volume of messages effectively, is a current area of research in the field of human–computer interaction. Most current literature reflects three types of recommendations related to how to cope with or mitigate email overload in the workplace: email management techniques for the employee, strategies for the organization or employer, and inbox usability improvements. The state of current research related to email overload is reviewed and avenues for future research are suggested.

Moreover, according to Serrano (2016), start with a daily avalanche of e-mail, then add in cell phone calls, text messages, pdf file downloads, web pages, hard copy documents, some Twitter tweets, blogs, wiki, and other source of incoming information. Together you have created a perfect recipe for information overload. Information overload occurs whenever the jobs information load

exceeds the individual’s capacity to get through. Employees have a certain information processing capacity, the amount of information processing capacity that they are able to process in a fixed unit of time. At the same time, jobs have a varying information load, the amount of information to be processed per unit of time. Information overload creates noise in the communication system because information gets overlooked or misinterpreted when people can’t process it fast enough. The result is poorer-quality decisions as well as higher stress.

3.2.3. Emotions. The receiver’s feeling affects his ability to understand any message sent to him. He cannot receive a message as clearly as when he is not angry, excited, or afraid.

Table 3.2.3 presents the assessment on the communication barriers in the workplace in terms of emotions;

**Table 3.2.3
Emotions**

Statements	Mean	Interpretation
In our organization...		
1. when I am angry I can hardly understand other employees’ messages.	2.47	Rarely
2. I could hardly absorb the supervisor’s messages when I am down.	2.42	Rarely
3. I could hardly organize my thoughts whenever I am disappointed.	2.59	Often
Composite Mean	2.49	Moderately Evident

Moreover, the statement “I could hardly organize my thoughts whenever I am disappointed.” gain 2.59 weighted mean with the interpretation “often”. It can be deduced that employees focus on their state of emotion. Workers get disappointed whenever they are not satisfied at their work maybe because they do not usually receive recognition from their task nor misunderstanding with their employees and employer.

According to Ariyasena (2016), employees are commonly get disappointed due to various reasons. Some of these reasons are personal and some are based on their job/career. Such as work environment, limited career growth and advancement, poor management, lack of recognition, unpleasant coworkers, work overload, less /no appreciation, low increment or underpaid, promotions, high micromanagement, lack of trust, inhibited work culture, job security and poor communication.

On the other hand, the statement “I could hardly absorb the supervisor’s messages when I am down.” achieved the lowest weighted mean of 2.42 with the interpretation “rarely”. This implies that employees brought their feelings at work and it affects the way they work in an organization nevertheless personal feelings cannot be avoided they are more focused on what the supervisor is saying than their emotions.

According to Cheng & Hale (2017), employee emotions are an essential component of a holistic ecosystem of organizational behavior, playing a powerful role in building and maintaining relationships, as well as in the overall workplace experience. Specifically, employee emotion experience includes the general judgment of positive/negative responses (i.e. emotional valence); employees’ emotional effort expended to maintain relationships with supervisors (i.e. emotional work); and (3) emotional support received from supervisors. Emotional communication in the workplace that aims to alleviate stress could be beneficial to a healthy supervisor–subordinate relationship and to employee emotional well-being.

3.2.4 Language. It is said to be the most effective means of communication with others. The language provides understanding of the content that an individual is willing to express or communicate with the others. When two persons or groups of people are involved in communicating with each other and if a common language is used that is understandable to all individuals then their objectives will be fulfilled and the process of communication will be made effective.

Table 3.2.4 presents the assessment on the communication barriers in the workplace in terms of language.

Table 3.2.4
Language

Statements	Mean	Interpretation
In our organization...		
1. my co-employees misunderstand whenever I use slang or jargon in the conversation.	2.31	Rarely
2. when we are at work I get offended when someone is talking in his or her own dialect (Visaya, Ilocano, and Cebuano etc.) which I do not understand.	2.18	Rarely
3. difficult words used by my co-employees are hard to understand.	2.41	Rarely
4. using of figurative language, idiomatic expressions or words with double meaning create gaps and misunderstanding.	2.48	Rarely
Composite Mean	2.34	Moderately Evident

Moreover, the statement “using of figurative language, idiomatic expressions or words with double meaning create gaps and misunderstanding.” gain 2.48 weighted mean with the interpretation “rarely”. It can be explain that due to distinct age bracket of workers different interpretations on language some workers might get offended on words with double meaning while some were tend to ignore the message.

According to Patoko & Yazdanifard (2014), for an organization in order to ensure that it is running smoothly, and its goals are being met to the best of the organization ability, there must be a solid communication between the management and employees involved. Therefore, communication is supposed to be effective and efficient when it is being used in the organization. Management should ensure that there are less jargon words that are being used in daily communication with the employees in order to avoid miscommunication that may be detrimental to organizational success. This also makes sure that communication is still serving its purpose in the organization, of information or ideas sharing. In situations where insufficient communication occurs, it tends to hamper the effective and efficient communication, as a result it leads employees to being demoralized and having a high employee turnover, relationships between employees and employers being tarnished, wastage of organizational resources and as well as negatively impact the organization productivity. Employees should be treated with care as they form a very integral component of the organization.

On the other hand, the statement “when we are at work I get offended on when someone is talking in his or her own dialect (Visaya, Ilocano, and Cebuano etc.) which I do not understand.” achieved the lowest weighted mean of 2.18 with the interpretation “rarely”. It can be explained that having a conversation which cannot be understood by the majority creates misunderstanding. Talking uncommon dialect leads to misinterpretation, employees think that their coworkers need to used other language because it has something to deal with them. Meanwhile, some of them understand that they need to communicate with other dialects because they have difficulty in translating the word.

According to Penn (2018), language is a very complex thing, and communication between people speaking different languages is difficult. Language is a way of looking at the world, and even skilled translators can find it tricky to convey complex emotions and concepts, which can lead to misunderstandings. When you think about how often you misunderstand someone speaking your language, you can imagine how hard it is to get the full meaning from something a person with a different cultural background is saying to you.

3.2.5 Absence of Feedback. .No feedback at all is just as toxic as feedback given poorly. This lack of communication can have unfavorable consequences.

Table 3.2.5 presents the assessment on the communication barriers in the workplace in terms of absence of feedback.

**Table 3.2.5
Absence of Feedback**

Statements	Mean	Interpretation
In our organization...		
1. our organization I rarely get feedback for the finished task or job from my supervisor or manager.	2.72	Often
2. written feedback is seldom provided to the employee.	2.63	Often
3. my co-employees take the feedback for granted.	2.73	Often
Composite Mean	2.69	Evident

Moreover, the statement “my co-employees take the feedback for granted.” gain 2.73 weighted mean with the interpretation “often”. It can be explained that whenever the employees received unclear feedback they do not make use of time to clarify of what the sender means.

According to Kennedy and McGarthy (2015), failing to provide feedback to learners are many and if we do not provide feedback what is the learner gaining, or assuming. They may, for instance, believe that everything is fine and that there are no areas for improvement. Learners value feedback, especially when it is given by somebody credible who they respect for their knowledge and/or experience.

On the other hand, the statement “written feedback is seldom provided to the employee.” achieved the lowest weighted mean of 2.18 with the interpretation “often”. It can be gleaned that the organization prepare to provide verbal feedback. Furthermore, feedback in oral form is more likely understandable and it gives clear message to the employees.

It is stated by Schwantes (2018), most managers do not like giving feedback. It is painful because you have to speak truth, and plenty of people are not ready to accept it Table 4.2 presents the summary table of composite mean of variable needed to determine the communication barriers such as credibility of the sender, information overload, emotions, language, and absence of feedback.

**Table 3.2.6
Summary of Composite Mean**

Factors	Composite Mean	Interpretation
Credibility of the Sender	2.88	Often
Information Overload	2.47	Rarely
Emotions	2.49	Rarely
Language	2.34	Rarely
Absence of Feedback	2.69	Often
Grand Composite Mean	2.58	Evident

The table covers the variables needed to determine the communication barriers. It is indicated the credibility of the sender got the highest mean score of 2.88 and interpreted as often. This means that in the organization employees tend to believe on people with achievements and based on their position. It is followed by absence of feedback which has a computed composite mean of 2.69 and interpreted as often. It can be viewed that messages came for the top management were received and the information were stuck on the middle management. The grand composite mean of the variables is 2.58 and interpreted as evident.

3. Difference Analysis on the Respondents’ Assessment when Grouped According to their Profile

Table 3.3.1 presents the significant difference between the respondents’ profile and their assessment on communication barriers. The statistical treatment used were frequency and percentage,

weighted and composite mean and T-test and analysis of variance (ANOVA) to determine the significant difference on the respondents’ profile and their assessment on communication barriers. The table includes the comparison between computed P-values at 5% level of significance and the corresponding F-values.

Table 3.3.1
Difference Analysis of the Respondents’ Assessment when Grouped According to Profile

Respondents’ Assessment when Grouped According to Profile	Computed F-values	P values	Decision H₀	Interpretation
Age	3.035	0.052	Failed to Reject	Not Significant
Sex	1.353	0.006	Reject	Significant
Employment Status	5.525	0.858	Failed to Reject	Not Significant
Position	2.337	0.036	Reject	Significant
Length of Service	1.740	0.131	Failed to Reject	Not Significant
Department	0.321	0.810	Failed to Reject	Not Significant

In terms of sex, the responses got the p-value of 0.006 having of computed F- values of 1.353 and were found lower than the level of significance of 0.05, thus the null hypotheses was rejected and there is a significant difference on the assessment of sex and position. It can be deduced that female are more likely to interact with their coworkers while male prefer to keep silent and do something else.

The differences in how males and females tend to communicate have been studied through research. It has been found that males tend to converse sitting side-by-side, while females enjoy a more face-to-face exchange. Males don't feel the need or even want to be close by someone when speaking, whereas females prefer a more personal, close setting for communicating (Poly, 2018).

While position got a P-value 0.036 of which is lower than 0.05 level of significance with computed F-values of 2.337. This means that the level of their experience and achievement or expertise are not equal that leads to conflict in communicating to each other.

3.2.2 Recommended Strategies to mitigate communication barriers

The recommended strategies were designed based on the findings of the study aimed to mitigate communication barriers in terms of credibility of the sender whereas, team building or group dynamics can be conducted for the interaction of the employee to enhance communication it aims to promote harmonious relationship among employees of different ages and positions. This involves employees, managers, supervisors and administrators to eliminate age discrimination in the workplace. On the other hand, conducting lectures on effective communication will help mitigate absence of feedback and increase level of effective communication within the organization that is essential in generating feedback to improve work performance of employees. This involves employees, managers, supervisors and administrators.

4.Summary, Findings, Conclusions and Recommendations

1.1. Summary

The study attempted to determine the communication barriers in the workplace in Yazaki-Torres Manufacturing Incorporated at Calamba Laguna. Specifically, this study aimed to determine

the profile of the respondents in terms of age/generation, sex, employment status, position, length of service and department. The study also wanted to know the respondents' assessment on communication barriers in the workplace in terms of credibility of the sender, information overload, emotions, language, and absence of feedback. This study also determined whether significant difference exist on the respondents' assessment on communication barriers when group according to their profile. Lastly, it aimed to recommend strategies to mitigate communication barriers.

The researchers used descriptive method which focused at the present condition of the study. Using convenience sampling method, the total respondent of 120 belonged to the ages 18 to 69 years old consisting of male and female were asked the respondents of the study. A series of survey method was used to assess the communication barriers in the workplace. The statistical tools used were frequency and percentage for the distribution of the respondents according to their profile, weighted and composite mean to determine the respondents' assessment on barriers to communication, and t-test and ANOVA to determine the significant difference of the respondents' assessment of communication barriers when grouped according to their profile.

1.2. Conclusions

Based on findings of the study, the following conclusions were drawn: Majority of the respondents are female, belong to age range of 18 to 34 and 35 to 50; a rank and file; and most them service the organization 10 years and above and worked in the department of manufacturing division 1 with the status of their regular job; Respondents assess the communication barriers as evident to credibility of the sender, information overload, emotions, language and absence of feedback; There is no significant difference on the assessment of the respondents on communication barriers when group according to their profile except sex and position; and The proposed strategies to mitigate communication barriers in the workplace may be implemented.

4.4. Recommendations

In the light of the findings and conclusions, the researchers hereby recommend the following: To the Administration of Yazaki-Torres Manufacturing Incorporated., implementation of recommended strategies is highly recommended to effect on the employees with different ages characteristics especially with regards to feedback and credibility of sender; To the Employees of Yazaki -Torres Manufacturing Incorporated, employees may practice open communication even they are not on the same generation; To the Academic Institutions, the findings or results of this study can also be a basis on assessment of workers on different generations in order for them to identify conflicts in communication; To the Human Resource Development Management Students, they can use this study for their future research and to have them knowledge and idea about communication barriers in the workplace; and To the Future Researchers, future researchers might undertake another study concerning communication barriers of different generations in the workplace. Findings of this thesis can be used as reference.

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