



## Communication in Focus: Supervisors' Lived Experiences

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### Abstract

As communication conflicts were happening in every organization, the goal of this study was to know the lived experiences of department supervisors regarding organizational communication principles and conflicts and to determine the best strategies to resolve these conflicts. A qualitative research design with the phenomenology approach was used in the study. There were 10 department supervisors from the selected companies in Laguna, particularly in Biñan, Cabuyao, Calamba, and Sta. Rosa. The participants were interviewed in a semi-structured manner. The result showed department supervisors' different perspectives and practices regarding organizational communication principles and conflicts. Using the Hermeneutical Phenomenological Method, the study generated 10 emerging themes which were: Maintaining Goals and Objectives, Various Experiences in Communication, Language Barriers, Interpersonal Communication, Relationship, Poor Communication and Differences, Cultural, Personal, and Organizational Barriers, Diverse Effects of Conflicts, Clear Understanding and Communication, Proper Communication, and Development in Work Performance and Organization. Communication played a vital role in an organization achieving its goal and objectives. The barriers that contributed to organizational communication conflicts served as a major challenge for the supervisor-participants. They utilized several strategies to cope with the challenges encountered. The supervisor-participants mentioned the development in the communication cycle in their organization. Finally, they practiced the organizational communication principles in encountering conflicts with their managers, subordinates, and other organization members. The output of the study was proposed for them to be knowledgeable about the importance, barriers, challenges, and strategies of organizational communication principles and conflicts.

**Keywords** *Communication, Conflicts, Lived Experience, Organization, Phenomenology, Principles*

### INTRODUCTION

In the global context, knowledge and understanding are necessary in the business world for people to communicate properly with one another. If the other party does not understand the message, there is more likely to be a silent conflict or miscommunication. Conflicts, misunderstandings, dissatisfaction, and unproductivity of employees in an organizational setting also occur globally. Communication focuses on exchanging information regardless of tone, message composition, verbal and nonverbal communication, etc. The speaker is expected to be precise, relevant, complete, brief, well-illustrated, and well-structured in their message as a listener. It is critical to consider the viewpoint of others when communicating to improve not just your ability to deliver messages but also your ability to understand and interpret them.

As it is, Jetha (2019) stated that the communication gaps experienced in one of the roles could affect the work of the other and create current effects throughout the entire organization's work disability management system. To address the communication challenges faced by the case of managers and lead supervisors' efforts should be prioritized.

Communication encourages appropriate, sincere, positive, and timely communication to address concerns, communicate information, and share expertise. The study focused on supervisors' lived experiences with the importance of understanding organizational communication principles to determine company practices, efforts, and accomplishments in addressing organizational communication conflicts. As communication conflicts are happening in every organization, this study aimed to explore the lived experiences of department supervisors

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regarding organizational communication conflicts and determine the best strategies to resolve these conflicts.

### **LITERATURE REVIEW**

Communication principle in the organization is essential to form better relationships and enhance the productivity of employees. Particularly, this study was guided and supported by Berlo's Communication Model and Communication Theory. Based on the Communication Model of Berlo (1960, as cited in Novak (2019)), a source or sender encoded a message intended for a receiver, who then took in the sender's message. Since they were interchangeable, traits, including communication abilities, attitudes, knowledge, social systems, and culture, as well as the message—the information being conveyed—influence both the source and the recipient. A message's delivery and acceptance could be influenced by a variety of factors, including the message's content, elements, treatment, structure, and coding. A channel was a medium used to transmit a message, to sum up. It was vital to examine how the communication was received before closing the channel. The goal of communication is to be heard, ideally well. Incorrect communication channel selection by the sender would result in the message not being received. Additionally, the process could be affected by the sender, recipient, noise, nonverbal cues, cultural differences, and other facets of communication theory. It was challenging to stay on top of everything. To make things a little easier, the writers of the major communication theories connected them with communication models.

Furthermore, in the Communication Theory of Kapur (2018), the barriers to communication were attached to this communication theory, such as Environmental and Physical Barriers; Semantic Barriers; Cultural Barriers; Psychological Barriers; and Perception of Reality. The study utilized the substance of the communication model wherein supervisors exposed their concepts and experiences on how communication had an impact on the organization. This also aided the implementation of effective communication in organizations. In addition, the communication theory helped the study identify the common barriers that contributed to organizational communication conflicts. This also revealed other factors that affected the department supervisors in implementing organizational communication principles based on their testimonies. Barriers to an organization really occur in every organization. To prevent such tension in an organization, it was crucial to respond quickly to the difficulties and worries that employees raised in the workplace. Conflicts in the workplace are common, yet they are seldom resolved properly. Even though avoiding conflict was not always possible, it was important to understand what caused workplace disagreements in the first place.

### **RESEARCH METHOD**

The phenomenology approach and qualitative research design were both employed in this study. The study's approach was suitable since it looked at ten (10) department supervisors from the selected companies in Laguna, particularly in Biñan, Cabuyao, Calamba, and Sta. Rosa, who had actual encounters with organizational communication rules and disputes. Phenomenology is said to be a philosophical word that refers to how the body participates in the development of ideas like meaning, meaningfulness, subjectivity, objectivity, understanding, knowledge, truth, affect, and so forth, according to Freeman (2020). This research design was the best fit for this study, which aimed to explore supervisors' lived experiences, challenges, and strategies as regards organizational communication principles and conflicts.

Ten (10) questions were used as interview guide questions for the participants to acquire pertinent information. The ideas and beliefs that served as the study's framework influenced and inspired the questions. The guiding questions were supplied to five (5) significant persons who were thought to have an adequate understanding of the study to determine its validity. The adviser

examined the instrument and checked it for accuracy by academics and business professionals. The validators were composed of two (2) research professionals, two (2) business management professors, and one (1) psychology professor. The suggestions, comments, and recommendations of the experts were highly considered accordingly to enhance the guide questions.

As part of the reliability of the guide questions, content validity, and expert validity were suggested in the study. The calculated content validity index was 1.00. Lawshe's (1975) content validation was a method that assures that an instrument examined the subject area that it was designed to measure, according to Ayre and Scally (2013). One approach to getting content validity was for a panel of subject matter experts to examine the worth of certain aspects inside an instrument, after which the content validity ratio would be applied.

A letter was sent to the department supervisors expressing interest in conducting the study and seeking permission to schedule the interview. The interviews with the participants were scheduled at their convenient times. Gadgets, notes, pens, and interview guide questions were prepared before expediting the interview. Due to the current situation, the interviews were done through Microsoft Teams and phone calls with permission to be recorded. All information obtained during the interview, including verbatim replies and the interviewer's notes, were entered and preserved in a file after the session. After such, transcribing the responses of the participants were done after the interviews.

The privacy of the participants was the most important to this study. On the preferred medium for the interview, full privileges were provided to the participants. The interview needed to take place on a safe and peaceful platform to protect the participants and make the situation more comfortable, even if the questions were quite personal and their replies would be rather contentious. Based on the research manual of the school, ethical issues were considered during this study. The company supervisors were engaged in the interview voluntarily, and the personal experiences were discussed. The permission of the participants was requested once explained the study's importance or significance and aim to them. The data and information collected are kept confidential.

## **FINDINGS AND DISCUSSION**

In the phenomenological study on the lived experiences of the department supervisors, 10 themes emerged. These were Maintaining Goals and Objectives, Various Experiences in Communication, Language Barriers, Interpersonal Communication and Relationship, Poor Communication and Differences, Cultural, Personal, and Organizational Barriers, Diverse Effects of Conflicts, Clear Understanding and Communication, Proper Communication, and Development in Work Performance and Organization.

### **Interview Question 1. As a supervisor, what is the importance of organizational communication principles in your organization?**

When asked about the importance of organizational communication principles, Supervisor 4 assured and emphasized that the factor of communication in an organization is to achieve its goal and objective; the participant also reiterated that communication plays an important role in giving instruction and in getting feedback. However, Supervisor 5 impressively defined communication as a starting point for the organization to be productive.

Supervisor 4 also mentioned that communication is very vital in an organization, whatever organizational setup you are into. It is also important to understand what we have to do and what we can do in an organization through communication because it will be able to know the key factor for the team to be productive, as per Supervisor 5.

**Table 1.** Annotated Exemplars on the Importance of Organizational Communication Principles in Organization

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER'S OBSERVATION</b>
Supervisor 4	<i>"OK, so one of the core values of our company is about winning together. So, we call it win together, OK. And I think that effective communication is a very vital part of practicing this value. It's how leaders cascade directions and strategies thought about with the higher management to achieve a certain goal."</i>	Supervisor 3 assured and emphasized that the factor of communication in an organization is to achieve its goal and objective.
Supervisor 5	<i>"So, I think in an organization, uhm, for the team to be productive, uhm, it really starts with communication."</i>	Supervisor 5 impressively defined communication as a starting point for the organization to be productive.

Moreover, Kapur (2020) indicated that individuals must enrich their lives and encourage effective communication procedures. When learning about the communication process, individuals must comprehend the concepts of communication. The key objective of the communication principles is to raise awareness among individuals about the meaning and importance of communication. Individuals recognized the value of identifying their target audience, expressing their views and viewpoints, and avoiding adverse circumstances and arguments. The variables that were required to make communication processes valuable and meaningful are included in the communication principles. A few of them are trustworthiness; effective speaking; active listening; strong writing and reading abilities; non-judgmental; no assumptions; genuineness; and fostering interest and curiosity.

### **Interview Question 2. How would you describe communication in your organization based on your experience?**

**Table 2.** Annotated Exemplars on Communication in Organization

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER'S OBSERVATION</b>
Supervisor 1	<i>"Uh, well, actually, it was effective. It motivates everyone to perform."</i>	Supervisor 1 simply explained communication as a motivation for employees to perform.
Supervisor 8	<i>"Communication with their mother company was challenging because of the difference in language. Other than that, I could say that they had a good line of communication."</i>	Supervisor 8 disappointedly shared that they had a difference in language but still had good communication.

When asked about their experiences with communication in an organization, Supervisor 1 simply explained communication as a motivation for employees to perform. On the other hand, Supervisor 8 disappointedly shared that they had a difference in language but still had good communication.

Supervisor 1 mentioned communication in the organization was effective in motivating employees. In comparison, Supervisor 8 stated that communication was challenging due to differences in language. Additionally, as a leader, they were very open to suggestions from their subordinates to address certain issues or concerns.

However, Zambas (2021) stated that the success of a business depends on efficient workplace communication. It increased the team's overall performance, employee engagement, and internal communication. A strong team would motivate employees to speak with one another, consider alternative ideas, and communicate their progress. Good communication aids in the success of the business and, as a result, the advancement of one's career. It removed uncertainty, expedited the policy-making process, and ensured that projects were finished on time and under budget. Employees who were afraid of being fired for sharing their thoughts and opinions were more likely to stagnate in their careers and give only the bare minimum. Workers were more likely to be creative and inventive at work and to come up with fresh, original ideas when there was an open channel of communication between their bosses and them. Inefficiency, as well as the general quality of the task, was jeopardized by poor communication. If there was effective internal communication, employees would inevitably be more loyal to the company. They were more involved in the company and felt more at ease addressing any professional or personal concerns.

Even though communication is essential to organizations, there is little empirical data on how it affects worker productivity. The study of Battiston, Vidal, and Kirchmaier (2021) contends that sharing knowledge that enables colleagues to perform their jobs more effectively is a key function of communication. A series of empirical predictions are derived using a straightforward model that lets workers trade off this advantage against the time cost to the sender when deciding how much communication to transmit. Then, use a natural organizational experiment where issues arise taken and need to be handled sequentially by two employees. Sometimes the first worker and their coworker can speak face-to-face for exogenous reasons. The findings show how team members adapt the level of reciprocal communication to the costs and advantages of doing so.

### **Interview Question 3. What challenges had they encountered in the implementation of communication principles in your organization?**

When asked about challenges encountered in the implementation of communication principles in the organization, Supervisor 2 accentuated misunderstanding as a challenge encountered in their organization. However, adjustment for Supervisor 5 was the major challenge encountered.

Supervisor 2 mentioned the importance of challenges was one should have time to explain to their subordinates and point out the pros and cons of every decision and action to be implemented. Being informed in an organization was a must because it encouraged the belongingness of everyone. Authority was also vital for the leader and follower as Supervisor 5 adjusted because of handling the same level before.

McQuerrey (2018) mentioned in her written article misunderstandings could result from a lack of communication, causing a subordinate to make mistakes, miss deadlines, or change project direction. If a subordinate perceives that time or effort has been squandered and blames a colleague for failing to provide essential information on time, he or she may get frustrated. Miscommunication was prevalent when instructions were not properly communicated, updates and progress reports were not supplied on time, or a job did not have a designated lead person.

**Table 3.** Annotated Exemplars on the Challenges in the Implementation of Communication Principles in an Organization

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER'S OBSERVATION</b>
Supervisor 2	<i>"I think following up continuously to ensure that everything was in place. The misunderstanding was inevitable, but what's important was that they had time to explain things to their subordinates and point out the pros and cons of every decision and action that's being implemented."</i>	Supervisor 2 accentuated misunderstanding as a challenge encountered in their organization.
Supervisor 5	<i>"...since before, we were just friends, and then after that, I became their supervisor. At first, I had a hard time giving or assigning work to my subordinates, but as time went on, I gradually showed the importance of authority, which was that there were times when I communicated with them about what they needed and where they were struggling. With that, I can see that they seem to follow what I assign them. The only challenges are adjustment and authority."</i>	Supervisor 5 sincerely defined adjustment as the major challenge encountered.

Additionally, the research of Boholm (2019) examines how risk communication and its applications in the context of agency organizational activity on policy and regulation are understood and related to by public officials at six Swedish government agencies. The practitioners' perspectives on certain important issues in the academic literature on risk communication were investigated through qualitative interviews. A key result is that there is little consensus on what the goals of risk communication are, if and how uncertainty should be expressed, and what role is to be played by openness in risk communication. Yet, the practitioners concur that an essential component is the public transmission of solid scientific and professional knowledge. Interaction and involvement are employed largely with other agencies and top stakeholders with whom agencies engage in executing policy goals. There is very little public discussion of risk-related concerns. The results have some ramifications for how government organizations handle risk communication.

**Interview Question 4. How do they cope with the challenges they encounter in your organization regarding the implementation of organizational communication principles?**

When asked about coping with the challenges in the implementation of organizational communication principles, Supervisor 7 genuinely said that communicating with other members of the organization was as open as they could cope with the challenges encountered in an organization. While Supervisor 9 comprehensively discussed the proper active listening procedure to succeed in challenges in an organization.

Supervisor 7 mentioned language barrier was a common issue in their organization; however, being open with colleagues in an organization could cope, and even hand gestures they would be able to understand. Agreeing with Supervisor 9, communication schemes in an organization were a must. It should consider the knowledge, place, observance of behavior, empathy, and feedback. As active listening occurs, they should also consider themselves to speak for themselves.

Particularly, Humanperf (2019) stated that articulating goals and strategies while

considering desired outcomes and convincing teams to accept change positively continue to be the challenges of successful communication. A significant challenge was establishing a long-term continuous improvement approach. Understanding the process model's core ideas, processes, systems, and value-creation goals was necessary. Make sure that any subsequent staff communications follow these rules. Communication must constantly refer to the tenets of the process of continuous improvement and make all tangible outcomes available to everyone in order to stay focused on value creation. If workers were to be motivated to accept change and thereby create a trustworthy atmosphere.

**Table 4.** Annotated Exemplars on Coping the Challenges in the Implementation of Communication Principles in an Organization

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER'S OBSERVATION</b>
Supervisor 7	<i>So, regarding the language barrier, I think communicate with them as openly as they can.</i>	Supervisor 7 genuinely said that communicating with other member of the organization was as open as they could cope with the challenges encountered in an organization.
Supervisor 9	<i>"At first, as I had mentioned earlier, they should have schemes before doing the communication,</i>  <i>then second, a proper place and a time to communicate was important in the implementation of communication principles and should be in the proper place. For example, if they are.</i>  <i>The third, they need to be good, a good listener, of course."</i>	Supervisor 9 comprehensively discusses the proper active listening procedure to succeed in challenges in an organization.

**Interview Question 5. What organizational communication conflict had they encountered?**

When asked about the organizational communication conflict encountered, Supervisor 2 disappointedly stated the conflicts encountered in an organization, such as personal differences, information deficiency, and goal differences. On the other hand, Supervisor 5 enlightens gap or rank differences as the communication conflict encountered.

Supervisor 2 also mentioned personal differences because they had uniqueness in their own way, and information deficiency also occurs because of poor communication. Finally, goal differences are one of the factors to form conflict in an organization because of different thoughts and perspectives. The gap or rank differences were no joke to Supervisor 5 as having difficulty in an organizational relationship that learning how to approach was a major challenge.

For both formal and informal communication, subordinates rely on their immediate managers. Relationships were formed because of informal engagement, which helps to prevent problems. According to Kokemuller (2019), if leaders do not correctly communicate commands, task assignments, and information to employees, they may make mistakes or fail to accomplish their duties. It could also be a point of conflict between the management, which demands high standards, and the employee, who was disappointed by poor performance. Employee feedback on needs and task progress was equally important to leaders. Employees who fail to submit such

feedback could frustrate the leaders.

**Table 5.** Annotated Exemplars on the Organizational Communication Conflict Encountered

PARTICIPANT	RESPONSES	RESEARCHER'S OBSERVATION
Supervisor 2	<p><i>“Uhm personal differences simply because they were all unique in their own way.</i></p> <p><i>And information deficiency, especially in my subordinate, came from a time off and he didn't immediately catch what's new.</i></p> <p><i>And of course, goal differences. That's why they need to set goals beforehand so that they may understand what they wanted to achieve and how they were able to do it.”</i></p>	<p>Supervisor 2 disappointedly stated the conflicts encountered in an organization, such as personal differences, information deficiency, and goal differences.</p>
Supervisor 5	<p><i>“The only conflict is that the others are older than me. From that, I just realized that since I am a supervisor, my boss also advises me that it is necessary to still have authority. So, learn how to approach them even though you are younger than them. The same way I communicate with people my age, I also communicate with people older than me.”</i></p>	<p>Supervisor 5 enlightens gap or rank differences as the communication conflict encountered.</p>

Task conflict was found to be positively correlated with project success in the study of Wu et al. (2017), although task conflict was found to be driven by improved team communication. Process conflict and relational conflict affected each other and were negatively associated with project success, leading to poor communication across teams. Moreover, formal communication and communication openness were both linked to successful projects, whereas informal communication had the opposite effect. To effectively improve formal communication across the various project teams during the execution of building projects, communication willingness must be increased.

**Interview Question 6. What do they think were the barriers that contribute to organizational communication conflict?**

Supervisor 6 was a little unhappy and stated poor communication and language as a barrier when asked about the barriers that contribute to organizational communication conflict. Meanwhile, Supervisor 9 was calm and sincerely asserted that cultural differences and lack of knowledge were the barriers encountered in an organization.

As a supervisor in a shared service setting, Supervisor 6 also emphasizes the efforts in emails as they had no phone, they could not reach out to the customers for collection. Immediate feedback was also impacted by the continuous conversation, which was also hindered. The language was also a barrier. The difference in culture was also the main challenge to Supervisor 9. Culture was inevitable in every organization because different people, accents, and languages would be encountered.



**Table 6.** Annotated Exemplars on the Barriers that Contribute to Organizational Communication Conflict

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER'S OBSERVATION</b>
Supervisor 6	<i>"Our collection efforts were really heavy on email with no phone call at all, wala talaga kaming phone. So, they do not reach out to, they know to customers for connection. Now they had immediate feedback. So, which means that continuous conversation and again feedback were hindered and then also another one a barrier I would have to say was language. So, contributor din this as I know communication."</i>	Supervisor 6 was a little unhappy and stated poor communication and language as a barrier to their communication.
Supervisor 9	<i>"The first one by here was the difference in culture.."</i>	Supervisor 9 was calm and sincerely asserted that cultural differences and lack of knowledge were the barriers encountered in an organization.

Additionally, Landry (2019) mentioned in her blog that a person must be a good communicator if they want to be a good leader. It was a need for your company's success. According to data from the Economist Intelligence Unit, poor communication may lead to low morale, missed performance goals, and even lost income. Excellent communication was a key component of great leadership. If they want to motivate and inspire your team, they must develop empathy, honesty, and an awareness of how people interpret your verbal and nonverbal cues.

#### **Interview Question 7. How do these organizational communication conflicts affect you as a supervisor?**

Supervisor 3 was seriously stating disappointment but considerate with staff to communicate with them regarding the effects of organizational communication conflict. On the other hand, a glow of determination as Supervisor 7 highlighted that conflicts were the drive to do well as a supervisor.

For being a supervisor in the long run, Supervisor 3 said that he was doing his best to implement well the communication principle in an organization to avoid communication conflict. They all knew conflict was inevitable not only in organizations, but they had things to do to avoid these conflicts that would not affect the members and the objective of the whole organization. However, Supervisor 7 believed that it reflected on the feedback because somehow it was an output of the input. The performance of employees is, sometimes depends on their working environment, culture, etc. It has an impact also to the system implemented by the organization.

Corresponding to the case study of Kheirandish, Avilagh, and Nazemi (2017), understanding the hurdles that stand in the way of a communication system has become a key responsibility for leaders to do. It examined the importance of organizational communication weaknesses from structural, behavioral, and contextual perspectives. Employees and supervisors at the National Iranian Oil Company's headquarters were included in the statistical population. The structural aspects, such as centrality and formality, were the essential communication

impediments. Cultural and technological hurdles and behavioral barriers, such as perceptual and human barriers, played a role in the context.

**Table 7.** Annotated Exemplars on the Effects of Organizational Communication Conflict

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER'S OBSERVATION</b>
Supervisor 3	<i>"Sometimes I was disappointed with this communication conflict. But as a supervisor, I should do my best to implement well the communication principle, even I am experiencing this communication conflict."</i>	Supervisor 3 was seriously stating disappointment but considerate with staff to communicate with them.
Supervisor 7	<i>"I think it really affects me especially for those feedback gives me the drive to do well because somehow it was an output of my input as a supervisor. So if they're not doing well, Their performance will reflect on me, and I use that as a drive to do better."</i>	A glow of determination as Supervisor 7 highlighted that conflicts were the drive to do well as a supervisor.

Additionally, in the study of Abdullah, Sofyan, Rojo, and Hammood (2022), trends in publishing on organizational communication in sports were also examined using the unit of analysis of bibliographical coupling. The empowering of research procedures and the creation of fresh research contributions in the form of new pathways have led to the conclusion that the study on this topic is expanding. By carefully researching sports communication in many research areas, academics and professionals can advance knowledge in this discipline.

#### **Interview Question 8. What do they do to resolve organizational communication conflicts?**

Supervisor 2 was convinced in stating collaboration, one-on-one meetings, and team building were the way to resolve communication conflicts in the organization. However, Supervisor 5 was calm in reiterating open communication was the way to resolve conflicts.

Reviewing organizational goals was one of the practices of Supervisor 2 to organizational communication conflicts. With this, it would help to collaborate with team members and get their feedback to address certain issues or problems that occur in an organization. Moreover, open communication was the way for Supervisor 5 to know if there was any grumble from subordinates. A company's efficacy, efficiency, and general success depend on open communication. The media platforms and cultural contexts in which communication takes place were hypothesized to interact with communication openness.

**Table 8.** Annotated Exemplars on Resolving Organizational Communication Conflicts

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER'S OBSERVATION</b>
Supervisor 2	<i>"Uhm. First of all, I review their organizational goal. Then I collaborate with the team and get feedback from them. A one-on-one discussion was another way for me, and of course, team-building activities are good ones as well."</i>	Supervisor 2 was convinced in stating collaboration, one-on-one meetings, and team building were the way to resolve communication conflicts in the organization.

Supervisor 5	<i>“To resolve, I actually only know when there is a problem when there is a performance appraisal.”</i>	Supervisor 5 was calm in reiterating open communication was the way to resolve conflicts.
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Accordingly, Chapman (2022) emphasized the importance of recognizing when conflict arises and dealing with it as soon as possible. When dealing with disagreement, the most important tactic was to concentrate on improving team communication. Recognizing the type of conflict—whether interpersonal, intragroup, or intergroup—as well as its intensity was essential. Collaboration, competitiveness, negotiation, avoidance, and compromise were the five main tactics for resolving conflict. Leaders may communicate effectively and build trust among the parties engaged in a disagreement by employing these five tactics. Constructive management is essential in every firm; managers need to be able to gauge the level of conflict and put plans in place to address it. If the right communication techniques were applied, managers and employees might grow together when disagreements occur. Correctly managing conflict promotes cooperation, trust, creativity, and productivity.

**Interview Question 9. What strategies do you employ to cope with the challenges you encountered?**

**Table 9.** Annotated Exemplars on the Strategies Employed to Cope with the Challenges Encountered

<b>PARTICIPANT</b>	<b>RESPONSES</b>	<b>RESEARCHER’S OBSERVATION</b>
Supervisor 4	<i>“As mentioned, uh, building emotional bank account, no, understanding the root causes of the problems and then aligning with the standard.  Then constant communication or daily one-on-one at least one hour a day that's my technique sometimes, especially if the work is a bit critical. So, it can't do it in one day.”</i>	Supervisor 4 defensively discussed the critical issues in an organization and the strategies to be made to resolve organizational communication conflicts.
Supervisor 7	<i>“I think, what, being active. As a supervisor, we must know how to listen to their needs and wants, to their issues, so that the problems or issues need to be addressed specifically to our people.”</i>	Supervisor 7 was sincere in considering the issues and concerns of the staff.

When asked about the strategies employed to cope with the challenges encountered, Supervisor 4 defensively discussed the critical issues in an organization and the strategies to be made to resolve organizational communication conflicts. Moreover, Supervisor 7 was sincere in considering the issues and concerns of the staff.

Supervisor 4 mentioned building an emotional bank account to identify the core sources of the problems and align with the standard. The technique also was constant communication or daily one-on-one for at least an hour, especially if the working assignment was critical. Being an active listener was the strategy of Supervisor 7. They must be able to listen to the needs and wants and to the issues of the subordinates so that the problem or issues needed are addressed specifically to

their people.

The sorts of disputes that leaders must deal with should also influence their conflict resolution tactics. Understanding the fundamental structure of the conflict was necessary to comprehend how a complex conflict scenario involves one or more conflict types. Understanding such an intricate structure was crucial to understanding the nature of the issue and how it should be addressed. Six types of conflict were particularly important from an organizational perspective: interpretation conflicts, argumentation disputes, value conflicts, interest conflicts, role conflicts, and personal conflicts., according to the article by Nordby (2018).

However, in the study conducted by Henderson, Barker, and Mak (2016), participants were encouraged to share difficult intercultural experiences they encountered, along with the solutions they utilized to overcome them. Four categories emerged from the qualitative content analysis of the data, including bias based on cultural diversity, lack of knowledge of cultural boundaries, stereotyping of cultural behaviors, and difficulties understanding English. Participants utilized a variety of tactics to overcome difficulties, such as relying on relationship building as a means of cultural validation, actively seeking an explanation, and learning about cultural awareness. The intercultural difficulties that students, clinicians, and academics confront are highlighted in this paper, and practical solutions are provided to better inform nursing education.

**Interview Question 10. How do the strategies you employ help you to be more effective in facing the challenges they might encounter regarding organizational communication conflict?**

Happily, Supervisor 1 stated that it helps to resolve issues or concerns with team members of the organization easily. On the other hand, Supervisor 2 was sincere in resolving the issues and concerns in the organization.

**Table 10.** Annotated Exemplars on the Essence of Strategies Employed to be more effective in Facing the Challenges

PARTICIPANT	RESPONSES	RESEARCHER'S OBSERVATION
Supervisor 1	<i>"Ohm, it helps me build a good relationship with my team members, and it also helps me resolve the issue or concerns within my team, and it builds strong teamwork and in achieving their goals."</i>	Happily, Supervisor 1 stated that it helps to resolve issues or concerns with team members of the organization.
Supervisor 2	<i>"As they say, the experience was the best teacher. Once conflict has been experienced in the team and been resolved, they had your lifetime reference. They could they had an eye to pursue to foresee what's coming, and they would feel confident that you'll be able to resolve it."</i>	Supervisor 2 was sincere in resolving the issues and concerns in an organization.

It aids in creating good relationships with the team members and builds collaboration in achieving organizational goals for Supervisor 1. The experience was the best teacher, as reiterated by Supervisor 2. Conflict experiences resolve if they had to anticipate what is to come and feel confident in the resolution.

In the study conducted by Shannon (2018), leaders with direct reports utilized effective

communication strategies to increase employee productivity and engagement. Improving employee engagement might help a financial institution stay viable by increasing efficiency. Leaders' ability to interact with their teams was impacted by individual factors. By increasing organizational competitiveness and involvement in society and the community, the findings may have a positive influence on social transformation.

Nowadays, online collaboration can be challenging due to its asynchronous nature, absence of in-person interaction, and need for technical, interpersonal, and content-related task management skills, according to Chang and Kang (2016). The administrative, logistical, and interpersonal difficulties that arise from conducting online group projects are the main topics of this study. Challenges in areas like commitment and responsibility, coordination and communication, structure, and management, and leadership are discussed. Techniques for streamlining the administration of online group work are presented, along with suggestions for reducing extra layers of structure and unnecessary layers of logistical burden.

## **CONCLUSIONS**

There were different perspectives about supervisors. It assumed that they were exclusively in charge of supervising lower-level employees and doing their job descriptions. While conducting the research, several of the perceptions are in contradiction with the supervisors' responses. It is a good thing that this study was undertaken because it informed anyone of what it is like to be a supervisor. They interact not just with subordinates but also managers, other members of the organization, and external clients.

The supervisor-participants' responses will be extremely useful in helping everyone implement organizational communication principles, identify organizational communication conflict, and how to resolve it. If problems arise in an organization, the strategies used by the supervisor-participants in this study will be a great consideration.

Based on supervisor participants' testimonies, this study provides a deeper understanding of what it feels like to be a supervisor or in a middle-level position in an organization in a quantitative method, which is mostly used in other studies; it gives only numerical data that can be used to find samples, averages, make projections, and generalize results to the wider population.

## **LIMITATION & FURTHER RESEARCH**

The Hermeneutical Phenomenological Method was used in this study to enormously reveal the greater extent of communication principles and conflicts in an organization. The majority of the studies on the same issue were quantitative in character and conducted globally, whereas the study looked at the Philippine context and the experiences of Filipino department supervisors and the other members of the organization when it comes to communication issues and how they handled it.

Qualitative research in organizational communication aided future researchers in analyzing employees' ideas, feelings, and behaviors. It allowed investigation as to the reasons for events. This was extremely useful in determining what inspires supervisors and other employees and what drives their conduct. Additionally, it allowed the supervisors to elaborate on the input and output of how they were feeling by identifying themes in their responses. These conversations frequently revealed new issues in the areas that past and current researchers had not considered, bringing greater understanding. The study was able to scratch the surface of anything fascinating in the phenomena and delve a bit further using this phenomenological technique.

Furthermore, the barriers and challenges of supervisors were highlighted because of confidence, misunderstanding, gap, close-minded toward ideas, close relationships, miscommunication, semantic barriers, cultural barriers, emotional barriers, implementor,

managers, supervisors, pride, personal interest, unprofessionalism, lack of connection, language, ego, and lack of training which led to the contribution to organizational communication conflicts.

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