



Reducing Liquidation Delays through Documentation and Communication in a Construction Company in the Philippines

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Abstract

Efficient documentation and communication are crucial for minimizing liquidation delays in the construction industry. This descriptive-quantitative study explored the documentation practices and communication strategies on liquidation delays within a Philippine construction company. Using a researcher-structured questionnaire, data were collected from 30 administrative professionals across departments where activities are directly related to the liquidation process of the company. The data were analyzed using frequency, percentage, standard deviation, weighted mean, and ANOVA. The findings revealed that the company's systems, relative to their documentation and communication approaches, are generally effective, though there are still some challenges that sometimes occur to cause delays in liquidation, such as incomplete documentation, poor communication, and delayed approvals, which contribute to inefficiencies. Moreover, the study found that there were significant differences in the perceptions of employees on liquidation delays across departments, and in the communication strategies across work bases. On the other hand, it was verified that demographic factors such as age and length of service do not influence the employees' perceptions of the liquidation process in terms of documentation practices, liquidation delays, and communication strategies of the construction company. In reference to the findings of the study, strategies for optimizing liquidation processes through documentation and communication were proposed. Overall, this study provides valuable insights for construction firms looking to optimize their operations, enhance documentation practices, and improve interdepartmental coordination. By implementing recommendations from this study, similar companies can better manage liquidation processes, reduce delays, and ensure timely project execution in the Philippine construction sector.

Keywords: *Communication Strategies, Construction Industry, Documentation Practices, Liquidation Delays, Operational Efficiency, Process Improvement*

INTRODUCTION

In the construction industry, efficient financial management and operational continuity are essential for project success. Liquidation, the process of clearing or reconciling expenses, is critical for sustaining cash flow, ensuring accurate financial reporting, and facilitating timely payments to vendors and subcontractors. Two crucial variables that directly impact the efficiency of liquidation processes are documentation and communication. Inadequate documentation often leads to incomplete records and delays in approvals, while ineffective communication between departments or stakeholders can result in misunderstandings and workflow disruptions. Together, these issues contribute significantly to project delays and operational inefficiencies, underscoring the need for structured and reliable documentation and communication practices (Musheke & Phiri, 2021).

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International studies have highlighted the impact of documentation and communication on project timelines and financial outcomes. For example, research in Malaysia identified poor documentation and communication as leading causes of time overruns in construction projects (Abdul-Rahman et al., 2013). In Saudi Arabia, a study observed that miscommunication reduces project quality and leads to frequent delays (Abdallah et al., 2024).

Additionally, Ilyas et al. (2020) found that inadequate documentation and ineffective communication practices contribute to time and cost overruns, identifying these areas as critical points of improvement within construction management. While these studies emphasize the importance of documentation and communication, they primarily focus on regulatory and operational contexts outside the Philippines, leaving a gap in understanding how these practices impact liquidation processes within Philippine construction firms. In the local context, studies related to project management of the construction business are limited. Despite the efforts of the researchers to look into related literature, only two studies were found. Dela Cruz and Polinar (2023) conducted a phenomenological study exploring the lived experiences of the project engineers who have existing projects on what the perceived factors are that cause project delays, while Neri and Polinar (2024) looked into the sustainability practices of a local construction company. However, neither study focused on documentation and communication practices as factors for project delays. Therefore, in consideration of the unique regulatory, cultural, and operational challenges within the Philippine context, there is a need for targeted research to address these localized challenges.

This study centers on a construction company in a Philippine province, established in 2018, which specializes in large-scale projects such as infrastructure and commercial buildings. The company frequently experiences delays in its liquidation processes due to fragmented documentation practices and inconsistent communication across departments. These issues hinder timely payment approvals, complicate financial reporting, and disrupt project timelines, ultimately affecting both internal operations and external stakeholder relationships. This study investigates the root causes of liquidation delays by analyzing the company's documentation and communication practices. It also aims to develop evidence-based recommendations to address these ongoing challenges. This research is significant as it addresses an operational challenge within the company while contributing to the limited body of knowledge on documentation and communication practices in the Philippine construction sector.

Therefore, this study aimed to investigate the role of documentation practices and communication strategies in addressing liquidation delays within the unique regulatory and cultural context of the Philippine construction industry. Specifically, it sought to examine existing documentation practices, identify factors contributing to delays, evaluate communication strategies, assess the impact of respondents' profiles on these delays, and propose strategies to optimize workflows, improve interdepartmental coordination, and enhance overall operational efficiency. By achieving these objectives, the study offers critical insights for managers in the construction industry on how to ensure project timeliness through effective and efficient documentation and communication practices. In addition, the study addresses the knowledge gap in understanding how these practices influence liquidation processes in the Philippine construction sector, offering localized insights into an area predominantly examined in international studies.

LITERATURE REVIEW

The construction industry is inherently complex, requiring adequate documentation and communication to ensure project success. This literature review covers the role of documentation practices, the importance of communication strategies in minimizing delays, and the implications of systems theory in coordinating these processes within the construction industry. It also

highlights gaps in the Philippine context and suggests strategies to either maintain the current processes or implement improvements where needed.

Systems Theory

This study is anchored in Systems Theory, developed by Ludwig von Bertalanffy. This conceptual framework views organizations as complex, interconnected systems where each part contributes to the overall functioning and success. Systems Theory posits that an organization's effectiveness depends on the cohesion and interaction between various subsystems—such as communication, documentation, and operational processes (Kühl, 2023). In the context of the construction industry, Systems Theory underscores the need for well-integrated systems that align documentation practices, communication strategies, and workflow processes to optimize project outcomes. Effective communication and clear documentation serve as the "artifacts" of the organization—tools that shape how employees interact with each other and perform their tasks. This study draws on Systems Theory to examine the underlying assumptions about organizational operations and how these assumptions shape the use of technology and communication systems across departments.

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By applying Systems Theory, this study aims to explore the relationship between organizational culture and the effectiveness of these tools. It will investigate how subsystems—such as the use of digital tools for communication and documentation—contribute to operational goals, particularly the reduction of delays and improvements in financial processes. Effective communication is a critical determinant of project success, as it minimizes disputes and delays while improving overall project performance (Musheke & Phiri, 2021; Olanrewaju et al., 2017). Systems Theory provides a lens for understanding how organizational alignment, in terms of communication protocols, documentation practices, and role-specific training, can reduce inefficiencies and improve project outcomes in the construction sector (Abdallah et al., 2024; Kühl, 2023).

Documentation and Communication Practices

Effective documentation and communication are crucial for maintaining transparency and ensuring smooth operations in construction projects. While the business has achieved satisfactory performance in managing liquidations, there remain areas that require maintenance and improvement to sustain efficiency and address emerging challenges. Comprehensive and well-structured documentation remains vital for minimizing disputes, reducing delays, and supporting timely decision-making. Abdul-Rahman et al. (2013) highlighted that clear and accurate records are

key to avoiding project inefficiencies and ensuring smooth execution. Standardized documentation practices, as emphasized by [Kumbhar et al. \(2021\)](#), ensure project schedules are met and errors are minimized. Additionally, robust systems, such as digital platforms, facilitate better tracking and analysis, contributing to proactive management ([Çevikbaş & Işık, 2013](#)). As confirmed by [Guandalini \(2022\)](#), digital transformation can effectively assist sustainability improvement in organizations.

In communication, the adoption of mobile-friendly tools and real-time updates has proven effective in bridging gaps between office-based and field teams, promoting inclusivity and reducing misunderstandings ([Olanrewaju et al., 2017](#)). However, continuous refinement is necessary to enhance the accessibility and usability of these tools. Providing targeted training on digital tools and ensuring consistent support for all personnel are critical steps in maintaining and improving workflow efficiency and team alignment. By addressing these areas for improvement, the organization can sustain its strong performance in liquidations while further enhancing documentation and communication processes for future success. It can be noted that prior studies ([Chirwa & Boikanyo, 2022](#); [Genç, 2017](#); [Shen et al., 2020](#)) have documented how communication plays a vital role in any sustainable plan or strategy of any organization.

The reviewed literature suggests that documentation and communication practices in the construction industry must be understood as sustainable strategies in order to avoid delays of the project timelines, and consequently improve the overall project management.

Factors Contributing to Liquidation Delays

Liquidation delays in construction projects are often caused by incomplete or unclear documentation, which can create bottlenecks in the approval process. [Shah \(2016\)](#) identified inadequate documentation as a significant contributor to delays, as it often leads to the need for revisions and extended review periods. Similarly, [Abdul Hamid et al. \(2016\)](#) highlighted that late payments, resulting from inefficient documentation handling, disrupt project timelines and create financial strain. Miscommunication between teams is another major factor, especially in large-scale projects where multiple departments are involved. [Ilyas et al. \(2020\)](#) emphasized that the complexity of managing financial and operational tasks across departments increases the likelihood of delays, mainly when communication protocols are inconsistent. [Tariq and Gardezi \(2023\)](#) further supported this by examining how delays and conflicts in construction projects are closely interrelated, with poor communication often exacerbating the effects of conflicts, thereby compounding project delays. Misunderstandings and disputes between stakeholders can lead to delays in decision-making, approval processes, and project execution, creating additional barriers to efficient liquidation processes. [Brahmah \(2013\)](#) also noted that understanding the root causes of delays through proper delay analysis techniques is essential for addressing project inefficiencies. These techniques allow for a more structured approach to identifying and mitigating delays, ultimately improving project delivery.

Moreover, studies focusing on the Philippine context also highlight similar issues. [Dela Cruz and Polinar \(2023\)](#) studied the causes of project delays among construction companies in Cebu City. They found that inadequate planning, poor communication, and inconsistent project monitoring were significant contributors to delays. These findings align with those of [Abdallah et al. \(2024\)](#), who suggested that poorly defined roles and processes between departments can lead to misunderstandings and missed deadlines, further compounding inefficiencies. Furthermore, [Tiong et al. \(2017\)](#) argued that establishing standardized procedures, such as checklists and templates, is critical for ensuring timely and accurate documentation, ultimately improving the efficiency of the liquidation process. These studies collectively pointed to the need for improved documentation practices, streamlined communication, and standardized workflows to minimize liquidation delays

in construction projects.

Impact of Respondents' Profile on Liquidation Delays

Research on liquidation delays in the construction industry has shown that respondents' profiles—particularly their professional tenure and departmental roles—can significantly affect the efficiency of liquidation processes. Employees with longer tenures and more experience in handling financial tasks or documentation were found to manage the liquidation process more effectively, resulting in fewer delays. In contrast, less experienced employees or those in departments with limited exposure to financial procedures often faced difficulties navigating the complexities of the process, contributing to delays. Furthermore, employees in roles directly involved in financial approvals, such as accounting or finance staff, displayed a better understanding of the process, which helped reduce bottlenecks. Existing literature supports these findings, with studies by [Alaghbari et al. \(2007\)](#) and [Abdul-Rahman et al. \(2013\)](#) highlighting that employees with specialized knowledge and more extensive experience in financial processes are more efficient in handling project-related financial documentation, minimizing delays. Similarly, research by [Bascon et al. \(2023\)](#) and [Doloi et al. \(2012\)](#) showed that experienced employees and those in roles directly related to financial tasks tend to identify and address bottlenecks more quickly, leading to faster liquidation processes.

However, external factors such as inadequate training, limited technological support, and poor communication systems also played significant roles in causing delays, regardless of respondents' profiles ([Gamil & Rahman, 2020](#); [Al Jashaami, 2021](#)). Inefficient internal procedures, delays in obtaining approvals from other departments, and a lack of standardized documentation practices further exacerbated these delays. While individual experience and departmental roles do influence liquidation efficiency, organizational improvements in training, technology, and communication are essential for minimizing delays. Based on these observations, the following hypothesis is proposed:

Ho: There are no significant differences between the perceptions of respondents when grouped according to profile indicators (such as tenure, departmental role, and financial experience) on the documentation practices, liquidation delays, and communication strategies employed in the subject-construction company.

This hypothesis is supported by the fact that while individual experiences and departmental roles do play a role in the efficiency of liquidation processes, employees' demographic factors, which may be affected by external organizational factors – such as training, communication, and technological support—also significantly contribute to or hinder the timely completion of liquidation procedures.

RESEARCH METHOD

This study employed a descriptive-quantitative research design to examine the perspectives of personnel involved in the liquidation process within a construction company in the Philippines, with a specific focus on documentation and communication practices that contribute to liquidation delays. According to [Siedlecki \(2020\)](#), this research design was appropriate as it allowed for the collection of data on respondents' behaviors and attitudes toward the liquidation process, which was used to identify patterns and relationships between respondent profiles and liquidation delays. The study targeted employees from accounting, administration, sales, operations, and human resources departments of the subject construction company in the Philippines, as activities in these departments are directly connected to the liquidation process. Construction workers and other personnel not involved in the company's liquidation process were excluded. Using stratified random sampling, the population of 75 company employees was

classified according to the nature of their work responsibilities. A sub-population of 30 employees who have direct involvement in the liquidation process were considered respondents to this study, and they were requested to provide valuable insights into the strengths and weaknesses of the company's systems based on their experience with documentation and communication practices. This sampling strategy, according to [Reddy and Khan \(2023\)](#), is the most appropriate sampling method when dividing the population into strata based on specific characteristics.

A researcher-structured questionnaire, reviewed for content validity by a statistician and a professor in research methodology, included questions related to the effectiveness of documentation practices and communication strategies in the liquidation process. After incorporating their suggestions, the questionnaire was pilot-tested with 12 participants to ensure the instrument's reliability. After confirming the questionnaire's validity and reliability, the final version was formatted in Google Form and distributed via personal emails to the selected sample of employees from October 14-16, 2024. The questionnaire was divided into three sections: the first section gathered demographic information (age, department, length of service, and work location), the second assessed documentation practices (clarity, accuracy, and effectiveness of tools like Google Drive and Excel in preventing delays), and the third examined communication practices (interdepartmental communication, timeliness of updates, and supplier-related communication). A four-point Likert scale was used for the responses: 1 = Never, 2 = Rarely, 3 = Sometimes, and 4 = Always. Some of the items in the questionnaire were inspired by the studies of [Abdul-Rahman et al. \(2013\)](#), [Musheke and Phiri \(2021\)](#), and [Shah \(2016\)](#). A confidentiality note was included to ensure respondent privacy, with the data collected used solely for the purpose of this study.

The data were analyzed using the Statistical Package for Social Sciences (SPSS) software. Descriptive statistics, including frequency, percentage, standard deviation, and weighted mean, were used to summarize demographic data and Likert-scale responses. On the other hand, ANOVA was used to compare differences in liquidation practices between groups based on demographic characteristics. This test was employed in consideration of the test's assumptions checks on normality, variance equality, and independence as supported by [Bittner \(2023\)](#).

FINDINGS AND DISCUSSION

This section interprets data collected from the survey questionnaires distributed to employees involved in the construction company's liquidation process. The tabulated responses are discussed in line with the study's objectives, providing insights into the relationship between documentation and communication practices, and liquidation delays.

Reliability Statistics

To ensure the validity of the measures used in this study, the internal consistency of the questionnaire items for each indicator was evaluated using Cronbach's Alpha. This measure assesses how closely related a set of items is as a group, with values closer to 1 indicating higher reliability. Table 1 shows the results of the reliability test.

Table 1. Reliability Statistics

Section	Cronbach's Alpha	No. of Items
Documentation Process	.875	7
Factors Causing Liquidation	.893	5
Communication Strategies	.892	8
Average	.887	

The reliability measure for the seven items related to the documentation process is 0.875. This high value indicates a strong internal consistency, suggesting that these items reliably measure aspects of the documentation process. The reliability measure for the five items related to factors causing liquidation is 0.893, which also indicates a strong internal consistency, suggesting that these items are reliably measuring the factors contributing to liquidation delays. Similarly, the reliability measure for the eight items related to communication strategies is 0.892, further indicating a strong internal consistency. These high values of Cronbach's Alpha suggest that the items reliably measure various aspects of communication strategies used in the liquidation process. Overall, the Cronbach's Alpha values for all indicators, each above 0.875 and with an average value of 0.887, demonstrate that the questionnaire items are highly reliable and consistently measure the intended concepts. This high level of reliability ensures that the data collected is robust and reflective of the valid perspectives of the personnel involved in the liquidation process. According to [Frost \(2024\)](#), a Cronbach's Alpha of 0.70 or over is satisfactory enough to determine reliability.

Profile of Respondents

The profile of the 30 respondents selected for this study, who are employees of a construction company, is presented in Table 2. The profile includes age, department, length of service, and work base.

Table 2. Profile of Study Respondents

Indicator	Frequency	Percentage
Age		
18 – 25 years old	11	37
26 – 35 years old	15	50
36 – 45 years old	1	3
46 – 55 years old	3	10
Total	30	100
Department		
Accounting	10	33
Sales	3	10
Operations	11	37
Administration	4	13
Human Resource	2	7
Total	30	100
Length of Service		
Less than 6 months	1	4
6 months – 1 year	5	17
>1 year – 3 years	10	33
>3 – 5 years	7	23
5 yrs or more	7	23
Total	30	100
Work Base		
On-Site	4	13
Office	14	47
Both	12	40
Total	30	100

The findings reveal that the majority of respondents (50%) are between 25 and 35 years old, with a significant portion (33%) having 1 to 2 years of service within the company. This demographic profile highlights a relatively young workforce, likely bringing fresh perspectives, adaptability, and a willingness to innovate in their roles. A substantial portion (47%) of respondents are office-based employees, while 40% balance responsibilities in both office and on-site capacities, and only 13% work exclusively on-site. This distribution suggests that the company is heavily focused on administrative or managerial functions, with a smaller proportion of employees dedicated to specialized or operational on-site work.

In the construction industry, the diversity in work locations—on-site, in the office, or a combination of both—reflects the variety of roles and responsibilities held by employees. On-site workers, who represent a smaller percentage, are directly involved in the physical construction process, while office-based employees handle administrative tasks, project management, and coordination. The differences in work environments can create barriers to effective communication and collaboration between teams, potentially impacting overall efficiency. According to [Doloi et al. \(2012\)](#), such communication breakdowns often lead to delays and inefficiencies. Understanding the role of each work environment is crucial for improving collaboration and streamlining processes, as varying responsibilities and physical settings influence how teams interact and share information.

Moreover, the data indicates that over 50% of respondents have been with the company for less than two years, further emphasizing the young and dynamic nature of the workforce. This relatively recent tenure suggests a higher likelihood of openness to change, particularly with regard to adopting new technologies and process optimizations. As noted by [Kamalov et al. \(2023\)](#), younger employees are typically more receptive to innovations like automation tools, which can significantly improve task efficiency ([Lawal et al., 2024](#)). While some employees may face challenges with interdepartmental communication, others are likely better positioned to adapt to new technologies that streamline processes and enhance overall project management.

In summary, the diversity in age, work experience, and work locations among respondents provides valuable insights into how different groups perceive and engage with the liquidation process. Recognizing these demographic factors is essential for identifying potential improvements in communication and efficiency, which could lead to a more effective liquidation process.

Documentation Practices

Adequate documentation is crucial for ensuring a smooth and efficient liquidation process, particularly in a construction company where timely financial transactions and accurate record-keeping are essential for operational success. Proper documentation helps mitigate delays, reduce errors, and streamline communication across departments. In this study, the researchers assessed the current documentation practices employed by employees involved in the liquidation process, focusing on the usability of tools, the completeness and accuracy of records, the clarity of documentation procedures, and the overall effectiveness in preventing delays. Table 3 presents the results of this assessment, highlighting key aspects of the documentation process that impact its efficiency.

Table 3. Documentation Practices

Indicators	Weighted Mean	Standard Deviation	Narrative Description
How user-friendly do you find the documentation tools, such as Google Drive and Excel?	3.8	0.46113	Always
How complete and accurate is the documentation required for a Request for Payment?	3.7	0.54667	Always
How clear and easy to understand is the documentation process for releasing checks or bank transfers?	3.6	0.72397	Always
How effectively do you think the liquidation period for suppliers is communicated and documented?	3.6	0.72397	Always
How effective do you think the documentation is in preventing liquidation delays?	3.5	0.62881	Always
How regularly do you update the documentation to reflect the current status of all liquidation processes?	3.5	0.62972	Always
How efficient do you find the documentation processes to follow?	3.4	0.62606	Always
General Weighted Mean	3.6		Always

However, while documentation practices are generally rated highly, the lowest score was recorded for the efficiency of the documentation processes, with a weighted mean of 3.4. This score suggests that there is room for improvement in streamlining the workflow to increase overall efficiency. Despite this, the data indicate that the documentation system is still largely effective in supporting the liquidation process, minimizing errors, and maintaining accuracy, which aligns with existing literature on the importance of digital tools in reducing delays and promoting consistency ([Çevikbaş & Işık, 2021](#)). The commitment to keeping records up-to-date and ensuring timely communication further contributes to maintaining smooth operations.

In summary, the data shows that while documentation practices in the liquidation process are practical, with a strong focus on clarity and accuracy, there is still potential for further optimizing workflow efficiency. These results reflect the critical role that digital tools and structured processes play in enhancing operational effectiveness and minimizing delays. This is aligned with the findings of [Bravo et al. \(2025\)](#), which emphasized how technological infrastructure can significantly enhance document management, which in turn boosts service satisfaction and promotes a pro-environmental organizational culture. Their findings likewise revealed that a pro-environmental organizational culture significantly impacts environmental sustainability. Thus, this

concern, if fully supported by the subject construction company, will enhance user experience and support sustainability practices within the organization.

Factors Contributing to Liquidation Delays

The liquidation process is a critical step in resolving financial obligations, but several factors can delay its efficiency. Table 4 presents the reasons for liquidation delays.

Table 4. Reasons for Liquidation Delay

Reasons	Weighted Mean	Standard Deviation	Narrative Description
Do you believe incomplete documentation causes liquidation delays?	3.7333	0.58329	Strongly Agree
Do you think poor communication causes liquidation delays?	3.6333	0.61495	Strongly Agree
Do you think delayed approvals of requests cause liquidation delays?	3.5333	0.7303	Strongly Agree
Do you think delays in payments, like checks or fund transfers, cause liquidation delays?	3.3333	0.95893	Strongly Agree
Do you think delays in getting receipts from suppliers cause liquidation delays?	3.6000	0.67466	Strongly Agree
General Weighted Mean	3.5666		Strongly Agree

As can be gleaned from the table, respondents strongly agree that incomplete documentation, poor communication, delayed approvals, payment delays, and delays in receiving receipts from suppliers are significant contributors to these delays. These factors not only hinder the timely resolution of financial transactions but also impact overall organizational efficiency. By examining these causes, organizations can identify areas that need improvement to streamline the liquidation process and reduce operational inefficiencies.

The most critical factor identified was incomplete documentation, which received a weighted mean of 3.7333, followed by poor communication (3.6333) and delayed approvals (3.5333). This factor is recognized as the primary contributor to inefficiencies in the liquidation process, supporting the findings of [Doloi et al. \(2012\)](#), who emphasized that incomplete or inaccurate documentation and poor communication often lead to significant delays. While delays in payments (3.3333) and delays in receiving receipts from suppliers (3.6000) were also noted, they were seen as contributing to delays to a somewhat lesser extent. [Musheke and Phiri \(2021\)](#) highlighted that payment delays and delays in receipt collection are often caused by external administrative and operational issues, which further complicate the overall process.

The general weighted mean of 3.5666 confirms a strong consensus among respondents that these factors are significant barriers to timely liquidation. Addressing these issues would significantly improve the speed and efficiency of the liquidation process. To enhance operational efficiency, organizations must focus on mitigating key factors that contribute to delays. Improving the accuracy of documentation is crucial, as errors can lead to confusion and further delay the process. Streamlining communication channels ensures that information is exchanged swiftly across departments, reducing misunderstandings. Expediting approval processes is vital, as

unnecessary delays can halt progress. Ensuring timely payments and prompt receipt collection from suppliers is critical to maintaining a smooth supply chain and fostering stronger supplier relationships. By addressing these areas, organizations can significantly enhance their efficiency and reduce the risk of costly delays. These findings are consistent with [Çevikbaş and Işık \(2021\)](#), who asserted that improvements in documentation, communication, and approval processes can substantially reduce delays in administrative and financial operations.

Communication Strategies

Effective communication is crucial to a successful liquidation process. It ensures transparency, prevents misunderstandings, and supports the timely resolution of financial obligations. Clear, consistent communication among stakeholders, using tools like email, instant messaging, video conferencing, and shared documents, helps maintain smooth operations. Table 5 presents an overview of the communication strategies used in the process.

Table 5. Communication Strategies

Reasons	Weighted Mean	Standard Deviation	Narrative Description
Do you think a variety of communication tools and methods are used effectively, such as email, instant messaging (e.g., Viber), video conferencing (e.g., Google Meet), and shared documents (e.g., Google Docs)?	3.6333	0.66868	Strongly Agree
Do you believe regular meetings help in reducing delays?	3.4667	0.62881	Strongly Agree
Do you believe communication about the release of checks or bank transfers is clear and timely?	3.4000	0.67466	Strongly Agree
Do you think communication with suppliers about the 30-day liquidation period is effective?	3.3667	0.66868	Strongly Agree
Do you feel communication regarding petty cash fund management is clear and timely?	3.3333	0.66089	Strongly Agree
Do you feel communication protocols are well-defined and consistently followed?	3.2667	0.63968	Strongly Agree
Do you think communication about the Request for Payment process is clear and timely?	3.2667	0.73968	Strongly Agree
Do you think a variety of communication tools and methods are used effectively, such as email, instant messaging (e.g., Viber), video conferencing (e.g., Google Meet), and shared documents (e.g., Google Docs)?	3.6333	0.66868	Strongly Agree
General Weighted Mean	3.3905		Strongly Agree

The "Strongly Agree" rating across all these communication strategies suggests a strong commitment to open and effective communication within the company. This commitment is likely contributing to a more streamlined and efficient liquidation process. This high rating implies that structured organizational communication is vital in minimizing delays and ensuring smooth

coordination across departments. This finding aligned with [Musheke and Phiri \(2021\)](#), who underscored the importance of consistent communication channels to prevent bottlenecks in organizational processes. The agreement among respondents supports that the company's communication strategies positively impact its liquidation processes by facilitating timely information sharing and reducing misunderstandings. The findings reinforce the value of consistent communication, as suggested by [Çevikbaş and Işık \(2021\)](#), who noted that well-defined communication protocols enhance operational efficiency. The data highlights that clear and structured communication plays a pivotal role in the company's strategy to prevent liquidation delays, underscoring the need for well-organized communication channels. Effective communication ensures that all stakeholders, including departments involved in the liquidation process, are on the same page regarding expectations, responsibilities, and timelines. This alignment helps prevent misunderstandings, reduce errors, and ensure that each step of the process is completed on time. The findings resonate with existing studies that emphasize the critical role of organized communication in optimizing workflows and enhancing coordination across different teams. By establishing and maintaining clear communication channels, companies can mitigate the risk of delays, ensuring smoother operations and more efficient management of the liquidation process.

Significant Differences in the Perceptions of the Respondents Based on their Profile on Liquidation Practices

This study aimed to assess whether respondents' profiles significantly influenced perceptions of documentation practices, liquidation delays, and communication strategies. The null hypothesis (H_0) posited that there are no significant differences in the perceptions of liquidation practices when respondents are grouped according to their profile. The ANOVA analysis presented in Table 6 evaluates whether demographic factors such as age, department, length of service, work base, and petty cash handling roles impact these perceptions. The test's conformance to the required normality, variance equality, and independence was considered before the analysis.

Table 6. Significant Differences in Responses by Profile ($p < 0.05$)

Profile	p-value	Decision ($\alpha = .05$)	Conclusion
Age			
Documentation Practices	0.723	Accept H_0	Not Significant
Liquidation Delays	0.471	Accept H_0	Not Significant
Communication Strategies	0.146	Accept H_0	Not Significant
Department			
Documentation Practices	0.344	Accept H_0	Not Significant
Liquidation Delays	0.003	Reject H_0	Significant
Communication Strategies	0.415	Accept H_0	Not Significant
Length of Service			
Documentation Practices	0.482	Accept H_0	Not Significant
Liquidation Delays	0.710	Accept H_0	Not Significant
Communication Strategies	0.098	Accept H_0	Not Significant
Work Base			
Documentation Practices	0.084	Accept H_0	Not Significant
Liquidation Delays	0.506	Accept H_0	Not Significant

Profile	p-value	Decision ($\alpha = .05$)	Conclusion
Communication Strategies	0.002	Accept Ho	Significant

The results in Table 6 show significant differences in perceptions of liquidation delays across departments, and in communication strategies across work bases, leading to the rejection of the null hypothesis. Specifically, employees in the operations department reported more delays ($p = 0.003$), suggesting that employees in operational roles face unique challenges that may require more tailored documentation procedures to improve efficiency. On the other hand, the significant difference in work base ($p = 0.002$) indicates that field-based employees are less satisfied with communication tools compared to their office-based counterparts, highlighting the need for mobile-friendly solutions to support better communication among employees working off-site.

The null hypothesis was accepted for age ($p = 0.723$) and length of service ($p = 0.710$), as no significant differences were found in how these demographic factors influence perceptions of liquidation practices. This suggests that variations in age and length of service do not meaningfully impact employees' views regarding liquidation delays or communication strategies. Therefore, age and tenure are not critical factors in shaping how employees perceive the liquidation process within the company.

In summary, the findings suggest several key areas where the organization can improve its processes to reduce delays and enhance efficiency. First, there is a clear need to improve communication tools for field-based employees, who reported lower satisfaction with current tools compared to office-based employees. Providing mobile-friendly communication solutions for employees working on-site could help bridge this gap and streamline communication. Additionally, the operations department experiences delays that may be addressed by introducing more specialized and tailored documentation procedures. On the other hand, demographic factors like age and length of service do not significantly affect perceptions of the liquidation. This finding aligns with [Fasbender and Gerpott \(2022\)](#), who conceptualized that both older and younger employees are engaged in knowledge sharing and knowledge receiving behaviors in a bidirectional process. This means that employees, whether they are old or young, or have longer work experience with the company or not, their knowledge and behaviors are the same.

This similarity in such behaviors may affect the similarity of their perceptions of the liquidation practices of the company. The findings of the study also imply that the organization can focus its efforts on more relevant areas—such as improving communication tools and department-specific strategies—rather than adjusting for age or tenure-related factors. As emphasized by [Laco et al. \(2024\)](#), a strong culture of communication is an important attribute for organizational success, as this can enhance trust and cooperation among employees. The findings of the study likewise support [Borges et. al.'s \(2023\)](#) study, confirming how effective communication strategies can directly support sustainable company operations.

Proposed Strategies for Optimizing Liquidation Processes through Documentation and Communication.

Based on the findings from this study, it is evident that the current systems for documentation, liquidation processes, and communication are effective. However, there are areas where minor improvements and strategic adjustments could further optimize these practices and ensure continued efficiency as the organization evolves. The proposed strategies in Table 7 are designed to enhance existing strengths, optimize processes, and future-proof the liquidation practices for continuous improvement. These strategies aim to build on the current foundation,

ensuring processes remain adaptable and efficient over time, operational effectiveness, and minimizing delays.

Table 7. Proposed Strategies for Optimizing Liquidation Practices

Indicators	Strategic Focus Areas	Proposed Strategies
Documentation Practices	Standardization and Efficiency	<ul style="list-style-type: none"> - Maintain the use of standardized templates for consistent and accurate documentation. - Periodically review and refine documentation tools (e.g., Google Drive, Excel) to ensure they remain optimized and user-friendly. - Incorporate regular feedback loops from staff to identify and address any minor inefficiencies in the process.
Liquidation Delays	Payment Timeliness and Approvals	<ul style="list-style-type: none"> - Continue using clear payment schedules and current tracking systems for payments. - Implement an automated tracking system for real-time updates on payment progress and status. - Improve the approval process by setting clear timelines and responsibilities to ensure timely approval of requests.
Communication Strategies	Cross-Departmental Coordination	<ul style="list-style-type: none"> - Ensure regular communication meetings for cross-departmental updates and alignment, particularly) between office-based and field-based teams. - Enhance mobile communication tools for field-based employees to facilitate seamless communication between departments.
	Request for Payment Process	<ul style="list-style-type: none"> - Review and update the guide for submitting payment requests to ensure clarity and minimize errors, reducing delays in the approval process. - Create a knowledge-sharing platform for employees to access real-time guidelines and best practices for submitting and processing requests.

The findings of this study indicate that while the existing systems for documentation, liquidation processes, and communication are functioning well, there is always potential for optimization. The proposed strategies are designed not to address significant shortcomings but to enhance the current practices and ensure that the processes remain efficient and adaptable as the organization evolves. Even well-established systems can benefit from strategic adjustments that promote continuous improvement in order to minimize inefficiencies in the current practices (Dellova & Tian, 2024; Rivera et al., 2023). These strategies, outlined in Table 7, focus on maintaining the strengths of the current system while refining specific areas to improve overall efficiency and address potential future challenges.

Although employees expressed satisfaction with the existing documentation tools and communication practices, the study suggests that regular reviews and updates are necessary to ensure these tools remain user-friendly and optimized. For documentation practices, the proposed strategy is to maintain standardized templates to ensure consistency and accuracy, while periodically reviewing tools like Google Drive and Excel to keep them aligned with current needs and technology. Additionally, incorporating regular feedback loops from staff can help identify any inefficiencies, enabling timely adjustments before they become significant barriers. This approach acknowledges the importance of adapting to technological changes and continuously improving the systems that support documentation (Kraus et al., 2021).

In terms of liquidation delays, the study found no major issues with payment timeliness or approval processes, but the proposed strategies aim to enhance these areas by increasing transparency and efficiency. Implementing an automated tracking system for payments would provide real-time updates on payment progress and status, helping prevent bottlenecks and ensuring that payments are processed on time. Further, enhancing the approval process by setting clear timelines and responsibilities for decision-makers can streamline the process, ensuring approvals are received without unnecessary delays (Perez et al., 2024).

For communication strategies, while the current system functions adequately, the study identified room for improvement in communication between office-based and field-based employees. Field-based employees expressed a need for more efficient communication tools, which could be addressed by enhancing mobile communication systems. By ensuring that communication tools are accessible and effective for employees working on-site, the organization can foster better coordination and information flow across departments. Additionally, updating the guidelines for submitting payment requests and creating a knowledge-sharing platform for employees would help reduce errors and delays in the approval process. This platform could serve as a resource for best practices and real-time guidelines, ensuring consistency and reducing misunderstandings (Ramayanti et al., 2024).

In summary, these strategies aim to optimize existing systems for continued efficiency and adaptability, preparing the organization for future challenges while maintaining high operational efficiency. This implies that having effective and relevant communication and documentation strategies is a vital factor for improving the operational efficiencies in any organization. As emphasized by Kumbhar et al. (2021), proper communication accompanied by appropriate documentation assists the teams working on a common project to achieve the project target on time.

CONCLUSIONS

This study explored the impact of documentation practices and communication strategies on liquidation delays in a Philippine construction company. The findings indicate that the company's systems in their documentation and communication approaches are generally effective. This implies that the appropriate and relevant documentation and communication processes employed by the company represent managerial innovations that support its entrepreneurial agility and strategic responsiveness in a highly competitive construction industry. However, there are still some challenges that sometimes occur to cause delays in liquidation, such as incomplete documentation, poor communication, and delayed approvals, which contribute to inefficiencies. Moreover, the study also found that there are indeed differences in the perceptions of respondents on liquidation delays across departments and in the communication strategies across work bases. This implies that those employees in the operations department have higher awareness of liquidation delays compared with those employees coming from other departments being who ones in direct contact with suppliers and other stakeholders involved in the project activities at the

construction sites. On the other hand, the results also indicate that field-based employees are less satisfied with the communication tools compared to their office-based counterparts, highlighting the need for more mobile-friendly solutions to support better communication among employees working off-site.

Furthermore, the study concluded that age and length of service do not influence the perceptions of employees on the liquidation practices of the construction company. This implies that these demographic factors are not critical factors considered in having differing perceptions on the liquidation practices, particularly on the documentation and communication aspects. Overall, the findings of this study not only improve operational efficiency but also strengthen the company's sustainability by ensuring financial accountability and timely project completion, which are critical to long-term competitiveness in the construction sector.

The study recommends that to address issues on documentation and communication, the company should adopt standardized templates, implement automated tracking systems, and improve mobile-friendly communication tools for field-based employees. Additionally, role-specific communication strategies should be implemented to enhance coordination across departments. By implementing these strategies, the company can reduce liquidation delays, improve operational efficiency, and maintain financial transparency, offering valuable insights for similar organizations aiming to optimize their internal processes.

The managerial implication of the study emphasizes the need for project managers in the construction industry to ensure that proper communication and documentation practices are always considered to prevent delays not to happening, thereby realizing desirable project timelines for the organization and its stakeholders are positively realized. Likewise, the construction industry in emerging markets, which is currently shifting into sustainable practices, will find the study relevant in improving its operational efficiency. Theoretically, the study reinforces the System Theory, affirming that a well-integrated systems that align documentation practices, communication strategies, and workflow processes optimize project outcomes in managing a sustainable construction business.

LIMITATIONS AND FURTHER RESEARCH

While this study provides significant insights into the importance of documentation and communication in reducing liquidation delays, several limitations must be acknowledged. The sample size was relatively small, comprising only 30 employees from a single construction company in the Philippines, which may limit the generalizability of the findings to other organizations or industries. Additionally, the study relied on self-reported data, which may be influenced by biases such as social desirability or selective memory, and does not provide objective performance metrics. The research also utilized a cross-sectional design, capturing data at only one point in time, which may not account for changes in the effectiveness of documentation and communication strategies over a more extended period.

Future research should include a more extensive and more diversified sample, potentially incorporating employees from multiple departments, companies, or regions, to increase the generalizability of the results. Likewise, industry comparisons can also be a subject of interest for future research to look into their impact on operational efficiencies across industry sectors. Moreover, objective performance measures, such as task completion times and delay frequencies, should be included alongside self-reported data to provide a more comprehensive understanding of the issues. A longitudinal study could offer deeper insights into the long-term impact of the recommended improvements on liquidation delays. Furthermore, in order to further test or extend the Systems Theory, it would be valuable for future studies to investigate the specific implications of enhanced documentation practices and communication tools on employee satisfaction, stress,

and organizational resistance to change, as these factors may influence the successful implementation of process improvements.

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