The Upward and Downward Communication: Its Impact on the Flow of Communication in the Workplace

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Abstract— This study evaluated Veritas College of Irosin's upward and downward communication effectiveness as well as its effects on organizational alignment, decision-making, and employee engagement. Data collected from 17 employees using a descriptive study method showed a strong preference for meetings that promote trust and participation through direct upward communication. Although it had drawbacks including irregular procedures and a lack of focus on feedback, downward communication helped to clarify objectives and enhance performance. Team-building activities, well-defined communication norms, and organized feedback forums are among the suggestions. Future studies should examine how communication affects performance, retention, and hybrid work issues.

Keywords— Downward communication, employee engagement, organizational alignment, upward communication.

I. INTRODUCTION

Progress is mostly driven by effective communication within companies, especially when it comes to promoting global frameworks like the Paris Agreement, the Sendai Framework for Disaster Risk Reduction (SFDRR), and the Sustainable Development Goals (SDGs). In order to increase awareness, promote alignment, and motivate action, these frameworks tackle urgent global issues that call for strategic communication. Organizations can show their dedication to sustainability and resilience by implementing these ideas into their communication strategy, which will help create a society that is more aware and proactive.

In order to prepare communities and organizations to deal with calamities, the SFDRR emphasizes the significance of disaster preparedness and resilience, where good communication is essential. Companies may improve community resilience, protect assets, and improve disaster preparedness by coordinating their communication efforts with SFDRR principles. The Paris Agreement places a strong emphasis on combating climate change, and communication is a vital instrument for enlisting stakeholders, supporting sustainable behaviors, and advancing climate action. By incorporating these tactics, organizations can lower their carbon footprints and encourage legislative improvements.

In addition to these frameworks, companies can improve communication by aligning with international standards like the Task Force on Climate-Related Financial Disclosures (TCFD), ISO 26000 on Social Responsibility, and the UN Global Compact. Making use of these standards enhances stakeholder engagement, strengthens corporate sustainability commitments, and builds credibility. Additionally, effective communication has a significant impact on internal organizational dynamics, increasing employee engagement, morale, and productivity because when employees feel heard and valued, they become more collaborative and aligned with the company's objectives.

For example, in educational settings, communication helps administrators, teachers, and students interact and ensures smooth information exchange. Scholars have long highlighted the importance of communication, with Bernard (1938) stating that the foundation of effective leadership is the establishment of a communication process. Research also shows the financial consequences of poor communication, with large companies in the U.S. and U.K. losing millions of dollars a year due to miscommunication. On the other hand, organizations led by strong communicators see significantly higher returns.

Communication dynamics are also influenced by cultural variables, especially in the Philippines, where interactions at work are impacted by significant power distance. Because Filipino workers typically refrain from questioning authority, communication is primarily top-down. Only 40% of Filipino workers feel comfortable expressing comments with supervisors, compared to the global average of 65%, according to a

Gallup poll conducted in 2021. Furthermore, workplace communication is influenced by cultural norms like "hiya" (shame) and "pakikisama" (camaraderie), which can occasionally discourage candid conversations and helpful criticism, thereby impeding productivity and decision-making.

Organizations can improve workplace communication in the Philippines by addressing cultural barriers through open dialogue and trust-building at all levels. Two-way communication, feedback-friendly environments, and striking a balance between authority and inclusivity can all improve operational efficiency. By incorporating communication strategies that are in line with global standards and cultural quirks, organizations can forge stronger bonds, gain trust, and achieve long-term success in a business environment that is changing quickly.

Statement of the Problem

In many organizations, the effectiveness of communication between management and employees significantly impacts productivity, morale, and the overall work environment. However, challenges often arise in both upward communications where employees convey feedback, suggestions, or concerns to higher-level management- and downward communication, where information, instructions, and expectations are communicated from leaders to staff. Problems in these communication flows can lead to misunderstandings, reduced employee engagement, and a lack of trust between different levels of the organization. This study examines the issues and challenges affecting upward and downward communication in Veritas College of Irosin. Aiming and identifying the areas for improvement that can enhance organizational cohesion and employee satisfaction. (Fred C. Lumenberg, 2015).

1. What are the upward and downward communication forms in the Veritas College of Irosin?
2. How are the upward and downward communication processes employed in the workplace?
3. What are the factors affecting the effectiveness of upward and downward communication in the Veritas College of Irosin?
4. What is the impact of upward and downward communication to the employees and employers in the Veritas College of Irosin?
5. What are the challenges associated with the upward and downward communication in the Veritas College of Irosin?

6. What project proposal can be prepared to improve upward and downward communication of employees using agile strategies?

II. METHODOLOGY

This chapter presents the details of the research design and methodology utilized in the conduct of the study. It specifically describes the processes used in collecting data, the instrumentation, validation, and sources of data, and the statistical treatment of the data. This study's research design and methodology aim to systematically examine the dynamics of upward and downward communication in Veritas Collge of Irosin, focusing on the factors that impact their effectiveness and the outcomes they produce. A mixed-method qualitative and quantitative approach was chosen, incorporating both qualitative and quantitative data to provide a comprehensive view. Surveys and questionnaires will collect quantitative data on communication patterns, employee satisfaction, and perceived effectiveness. Interviews and focus groups will gather qualitative insights into employees' and managers' experiences with communication flows. This methodology is designed to identify common challenges and assess the quality of communication practices on organizational cohesion. By combining these approaches, the study seeks to capture a holistic picture of upward and downward communication and provide actionable insights for improving communication within organizations.

The applied method of research was utilized in the study which refers to a descriptive study that seeks to propose strategies for improving upward and downward communication to enhance the overall flow of communication in the workplace. This paper employed the mixed method of research. The qualitative and quantitative method is a type of research that relies on data obtained by the researcher from firsthand observation, interviews, and questionnaires. In this research study, blending both qualitative and quantitative data allowed for more a thorough exploration of a research question. It answered complex research queries that cannot be solved with either qualitative or quantitative research. This study used the mixed method in gathering the necessary data for the study. To determine the impact of upward and downward communication with regards to the performance of communication of the employees in the workplace, the set-up design involved interviewing with given interview questionnaire and observation.

III. RESULTS AND DISCUSSION

The following results were gathered, analyzed, and interpreted by the researcher based on the objectives of the study.

The Upward and Downward Communication forms in the Veritas College of Irosin.

A key component of organizational success is effective communication, which makes sure that information moves smoothly between levels of hierarchy. Both upstream and downward communication are essential for promoting openness, involvement, and productivity between staff and management in a school like Veritas College of Irosin. While downward communication makes sure that important information, policies, and directions are communicated to staff in a clear and concise manner, upward communication enables employees to express their issues, offer feedback, and participate in decision-making. The study highlights the most and least used channels of communication among the many that are used within the organization.

Table 1.1 The Upward and Downward Communication forms in the Veritas College of Irosin.

Indicators	Frequency	Percentage (%)
1. Meeting	10	58.8
2. Employee Feedback	9	52.9
3. Survey Questionnaire	8	47.1
4. Performance Report	2	11.8
5. Suggestion Box	1	5.9
6. Forum	0	0

Table 1.1 reveals on upward communication within the organization reveal several key insights. Meetings are the most utilized method, with 58.8% of respondents indicating they rely on this format for communication, highlighting the importance of face-to-face interactions. Employee feedback follows closely at 52.9%, suggesting that direct input from staff is highly valued. Survey questionnaire are also significant, used by 47.1% of participants, indicating a structured approach to gathering opinions. However, performance reports are less frequently utilized at 11.8%, which may suggest that formal documentation is not the primary channel for upward communication. The suggestion box sees minimal engagement at 5.9%, indicating a preference for more direct communication methods.

Table 1.2 Downward Communication Utilized in the Veritas College of Irosin

Indicators	Frequency	Percentage (%)
1. Meetings	14	82.4
2. Training Session	6	35.3
3. Memorandum	3	17.6
4. Performance Review	3	17.6
5. Policy Manual	0	0

Table 1.2 reveals on downward communication within the organization highlight several important trends. Meetings are the predominant method, utilized by 14 respondents or 82.4% of respondents, indicating that this format is crucial for conveying information from management to staff. Training sessions follow at 35.3% or 6 respondents, suggesting that the organization values skill development and knowledge transfer as part of its communication strategy.

Memorandums and performance reviews are both used by 3 respondents or 17.6% of participants, reflecting a more formal approach to communication, though their lower frequency indicates they are not the primary channels. Additionally, the "Others" category accounts for 5.9%, which may include various informal methods not specified in the table. A study by McKinsey & Company (2021) highlighted that organizations often rely on meetings not only to relay information but also to build relationships and encourage collaboration within teams. Consequently, meetings serve dual purposes: disseminating essential updates while reinforcing team cohesion, essential in achieving organizational goals.

Table 2.1 Factors that Impact the Effectiveness of Upward Communication

Indicators	Frequency	Percentage (%)
Being afraid of offending top/middle management of possible content of the communication	10	62.5
Hesitant to provide honest feedback to the concern	7	43.75
A "feel of distance" due to the position occupied by the top /middle-level management	5	31.25
The hierarchal structure can limit access to senior management, making it difficult for employees to communicate upward.	5	31.25
Lack of confidence in the content style of the communication to the management	4	25
Employees may feel their input is not valued, reducing their willingness to communicate.	4	25

Table 2.1 reveals that 62.5% of the respondents are being afraid of offending top/middle management of possible content of communication. Additionally, 43.75% of participants or 7 respondents expressed hesitation in providing honest feedback, which further complicates open communication. The sense of distance created by the hierarchical structure is also notable, with 31.25% of respondents or 5 respondents feeling that their positions limit access to senior management, making it challenging to communicate upward effectively. Moreover, a lack of confidence in the style and content of communication was reported by 25% of employees or 5 respondents, suggesting that some may feel unprepared to engage with management. Similarly, the perception that their input is undervalued can diminish employees' willingness to communicate, as indicated by another 25% of respondents 5 respondents. Lastly, a small percentage of 6.25% mentioned other factors, which could include various personal or situational barriers not explicitly covered in the main indicators. Overall, these insights suggest that addressing fears, enhancing confidence, and fostering a more inclusive communication culture could significantly improve the effectiveness of upward communication in the organization.

Table 2.2 Factors that Impact the Effectiveness of Downward Communication

Indicators	Frequency	Percentage (%)
Ambiguity in messages can lead to misunderstanding and misinterpretations	10	62.5
The effectiveness of downward communication depends on how receptive employees are to the information being communicated	7	43.75
Infrequent or poorly timed communication can result in employees missing important information.	7	43.75
Inconsistent messages from management can create confusion and reduce trust among employees	7	43.75
The choice of medium (e.g. email, meetings, memos) can impact how well the message is received and understood	5	31.25

The data on factors impacting the effectiveness of downward communication reveals several critical insights. A significant concern is ambiguity in messages which affects 62.5% of respondents. This ambiguity can lead to misunderstandings and misinterpretations, highlighting the need for clarity in communication from management.

Additionally, the effectiveness of downward communication is influenced by how receptive employees are to the information being shared, with 43.75% indicating this as a factor. This suggests that employee engagement and openness play a crucial role in how well messages are received. Similarly, infrequent or poorly timed communication can result in employees missing important information, also noted by 43.75% of participants. Inconsistent messages from management, which can create confusion and erode trust, were highlighted by another 43.75% of respondents. This inconsistency underscores the importance of a unified communication strategy to maintain credibility. Lastly, the choice of medium whether it be email, meetings, or

memos—affects how well messages are understood, with 31.25% acknowledging this impact. The research finding is able to provide insights and important information to the property development firms to better understand the importance of communication among employees in enhancing employee performance. For this to happen, management may focus on the development of soft skills to increase the ability to express and communicate among the employees. Management should organize more activities such as inter-departmental meetings to create quality bonding among superiors and subordinates. Proper training and development plan should be established to realize effective communication in the organization. Ong Choon Hee (2019).

Table 3.1 Impact of Upward Communication on Employees and Employers in Veritas College of Irosin

Indicators	Weighted Mean	Descriptive rating
Enhances employee engagement.	4.25	Strongly Agree
Improves decision making	4.5	Strongly Agree
Reduces employee turnover.	3.62	Agree
Fosters innovation	4.06	Agree
Builds trust between employees and management.	4.38	Strongly Agree

In the dynamic landscape of modern workplaces, the significance of upward communication has emerged as a vital factor influencing employee satisfaction and organizational effectiveness. At Veritas College of Irosin, recent data illustrates that upward communication positively affects various aspects of the working environment, creating a culture where employees feel valued and engaged. With a weighted mean of 4.25 with 15 respondents, employees strongly affirm that when their voices are heard, their levels of engagement remarkably increase. This correlation observation suggests that engaged employees are not merely fulfilling tasks; they see themselves as integral parts of the organization, fostering a sense of ownership and commitment to their roles.

One of the most compelling findings is the notable mean score of 4.5 with 16 respondent related to the improvement of decision-making processes through upward communication. This high rating emphasizes that when employees provide feedback and insights, it leads to better-informed and more effective decisions within the institution. By valuing employee input, management can leverage diverse perspectives that enhance problem-solving and strategic planning. This collaborative approach not only aids in addressing immediate challenges but also aligns with long-term goals, ensuring the institution remains adaptive and resilient.

Additionally, while the mean score for reducing employee turnover stands at a lower yet positive 3.62 with 15 respondents, it still highlights the importance of upward communication in addressing employees' concerns and needs. Establishing a culture where employees feel comfortable voicing their worries can significantly impact retention rates; it creates an environment where individuals are more likely to remain loyal to the institution because they see that their feedback leads to real change. Consequently, addressing employee concerns through upward communication can mitigate the factors that typically contribute to turnover, thereby fostering a more stable workforce.

Moreover, the mean score of 4.06 with 15 respondents associated with fostering innovation showcases the potential for creativity when organizations prioritize open channels of communication. Encouraging employees to share their ideas not only stimulates a culture of innovation but also empowers them to contribute to creative solutions and improvements. This synergy between management and staff can ultimately lead to enhanced productivity and efficiency, positioning Veritas College of Irosin as a forward-thinking institution that embraces change and seeks continuous improvement.

Lastly, a high mean score of 4.38 with 16 respondents reflects the crucial role of upward communication in building trust between employees and management. This statistic underlines that open lines of communication are foundational for cultivating a trustworthy and collaborative work environment. When employees perceive that their management is approachable and receptive to feedback, it significantly enhances the overall workplace atmosphere. Trust, as a cornerstone of effective working relationships, encourages collaboration and teamwork, further solidifying the institution's commitment to a supportive organizational culture.

The data from Veritas College of Irosin unequivocally highlights the multifaceted benefits of upward communication in the workplace. By prioritizing employee engagement, facilitating informed decision-making, addressing turnover, fostering innovation, and building trust, institutions can create an enriched work environment that meets the needs of both employees and the organization. As such, upward communication emerges not merely as a preferable approach but as a critical factor for success in today's collaborative and fast-paced educational landscape.

Table 3.2 Impact of Downward Communication on Employees and Employers in Veritas College of Irosin

Indicators	Weighted Mean	Descriptive Rating
Ensures clarity of organizational goals.	4.35	Strongly Agree
Improves employee performance.	4.18	Agree
Reduces misunderstandings.	4.06	Agree
Enhances organizational alignment	4.35	Strongly Agree
Builds a cohesive work environment.	4.56	Strongly Agree

Effective communication within an organization is a fundamental pillar that supports its overall success. Recent data has illuminated the profound impact of downward communication—where directives, instructions, and feedback flow from management to employees—on various aspects of workplace functionality. This article delves into how downward communication facilitates clarity, enhances performance, minimizes misunderstandings, aligns organizational efforts, and fosters a cohesive work environment. The data suggested that downward communication is instrumental in ensuring clarity of organizational goals, with a weighted mean score of 4.35 or with indicating strong employee agreement on this matter. Clear directives from leadership play a critical role in helping employees comprehend and align effectively with the organization's objectives and mission. When management articulates goals precisely, employees gain a clearer understanding of their roles within the larger framework of the organization. This clarity not only enhances commitment to the vision laid out by leadership but also empowers employees to contribute more meaningfully towards achieving those goals. A significant component of effective downward communication is its ability to improve employee performance, as evidenced by a mean score of 4.18. Employees who receive clear instructions and constructive feedback are better positioned to meet performance expectations. This structured communication ensures that employees know what is required of them and allows them to make necessary adjustments to their work behaviors or strategies. As they receive ongoing feedback, employees can refine their skills and enhance their productivity, leading to overall performance improvements that benefit both individuals and the organization as a whole.

Additionally, downward communication plays a vital role in reducing misunderstandings within the workplace, with a mean of 4.06 or Agree highlighting its effectiveness in minimizing confusion and errors. When information flows seamlessly from management to employees, the potential pitfalls of miscommunication are significantly reduced. Employees are less likely to misinterpret their tasks or the expectations placed upon them when clear and consistent messages are communicated. This clarity is essential in cultivating a workplace where employees feel confident in their understanding of their responsibilities, thereby mitigating the risk of costly mistakes that can arise from ambiguous communication. Moreover, the data indicates a robust mean of 4.35 or Strongly Agree for enhancing organizational alignment through downward communication. This metric underscores the importance of ensuring that all parts of the organization are moving toward shared objectives. When management effectively communicates the strategic priorities of the organization, it enables employees to synchronize their efforts with those goals. This alignment not only reinforces a unified direction across departments but also fosters a stronger collective commitment to the organization's success. Perhaps the most compelling insight from the data is the remarkably high mean of 4.56 associated with building a cohesive work environment. This statistic speaks volumes about the role of clear and consistent communication in fostering a sense of unity and teamwork among employees. When management communicates effectively, it cultivates an atmosphere of trust and collaboration. Employees are more likely to feel connected to their peers and engaged in their work when they receive transparent information from leadership. This sense of camaraderie not only enhances workplace satisfaction but also encourages a

culture of teamwork, which is essential for navigating challenges and achieving shared objectives. The data reveal that downward communication is not merely an administrative task but a crucial strategy that enhances organizational effectiveness. By ensuring clarity of goals, improving employee performance, reducing misunderstandings, aligning efforts, and building a cohesive work environment, effective downward communication lays the groundwork for a thriving workplace. Organizations that prioritize and invest in fostering open lines of communication from management to employees are likely to reap the rewards of a motivated, aligned, and high-performing workforce. As such, leaders must harness the power of downward communication to drive their organizations toward sustained success. Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration within the work environment that has effects on organizational performance and decision making. This study on effects of effective communications on organizational performance using the systems theory is thus essential. The objectives of this study were to firstly identify the factors affecting effective communication based on the systems theory and secondly to devise a communication model that addresses these factors to improve organisational performance. A quantitative approach was used to describe and analyse data collected for the study from 88 respondents. A questionnaire was used to identify factors affecting effective communication based on systems theory. Descriptive analysis and Pearson's correlation were used to analyse the results. The results for H1 showed a Pearson correlation coefficient of 0.642 which is statistically insignificant if the (sig. 2-tailed) < 0.05 indicating that there was no statistically significant relationship between management and channel of communication used. However, the results from H2 indicated that there was a relationship between channel of communication used and effective communication with a Pearson correlation coefficient of 0.041 at (sig. 2-tailed) < 0.05. Lastly the correlation results from H3 showed that effective communication has a positive effect on organizational performance at (sig. 2-tailed) < 0.05 indicating a Pearson's correlation coefficient of 0.012. Musheke et. al. (2021)

Table 4. Challenges Affecting Upward and Downward Communication in Veritas College of Irosin

Challenges	Frequency	Percentage
some suggestions providers were not well-attended to/or give due consideration	10	62.5
failure by some to follow certain communication protocol	9	56.25
manifestation of some to be "unopened" to obtain suggestions/feedback	8	50
absence of communication protocol guidelines	8	50
virtual communication platforms being used	3	18.75

The challenges affecting upward and downward communication at VCI reveal several significant issues. A notable 62.5% of respondents or 10 respondents indicated that some suggestions are not given adequate attention or consideration, which can discourage employees from sharing their feedback. Additionally, 56.25% or 9 respondents reported failures to adhere to communication protocols, suggesting a lack of consistency in how information is shared. Furthermore, 50% of participants noted that some individuals appear "unopened" to receiving suggestions and feedback, which can create barriers to effective communication. The same percentage also highlighted the absence of clear communication protocol guidelines, indicating a need for structured processes to facilitate better interactions. While 18.75% or 3 respondents mentioned challenges related to virtual communication platforms, only 6.25% identified other issues, and notably, there were no concerns regarding the emergence of remote work environments. Overall, these insights suggest that addressing these challenges is crucial for enhancing communication effectiveness within the organization. The data revealed several significant challenges affecting both upward and downward communication within Veritas College of Irosin. The most major issue is that suggestions provided by employees are often not well-attended to or given due consideration. This indicates a substantial disconnect between management and staff, potentially leading to employee dissatisfaction and reduced morale. Additionally, the manifestation of some individuals being "unopened" to obtaining suggestions or feedback can stifle open communication and hinder the flow of ideas. The failure by some to follow established communication protocols and the absence of clear communication protocol guidelines, further complicate effective communication. These issues can lead to inconsistencies and misunderstandings within the institution. The "Others"

category, indicates that there are few additional challenges outside the main issues identified. Interestingly, the emergence of remote work environments does not appear to be a significant challenge, as no respondents identified it as an issue. Challenges in Hierarchical Structures: A study points out that traditional hierarchical structure can impede upward communication, leading to bottlenecks where employees are hesitant to share management concerns. To mitigate this, companies are increasingly adopting flattened organizational structures that encourage more open communication flows, allowing upward communication to thrive. Mohrman and Lawler (2021).

Project Proposal: Enhancing Upward and Downward Communications Using Agile Strategies

For upward communication, agile methodologies such as sprint reviews and retrospectives provide regular opportunities for team members to share their insights and feedback with management. These meetings encourage open dialogue and help identify areas for improvement. Daily stand-ups, another agile practice, allow employees to voice their concerns and updates directly to their supervisors, ensuring that issues are addressed promptly. In addition, implementing digital feedback tools, like suggestion boxes or forums, enables employees to provide anonymous feedback, further promoting an open communication environment.

For Downward communication can also benefit from agile strategies. Kanban boards, for instance, are visual management tools that keep employees informed about ongoing projects and their statuses. This transparency helps employees understand their roles and responsibilities within the larger organizational context. Regular updates through agile ceremonies, such as sprint planning and review meetings, ensure that employees are aware of the company's goals, progress, and any changes that may occur. Sharing transparent project roadmaps and timelines with all employees aligns everyone with the company's objectives and fosters a sense of shared purpose.

IV. CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

1. The upward communication highlights a strong preference for direct interactions, particularly through meetings, indicating that enhancing participation channels could further boost employee engagement, while effective downward communication strategies ensure clarity and understanding of organizational goals.

2. The positive impact of upward communication on employee engagement and trust underscores its essential role in creating a collaborative environment, whereas downward communication significantly enhances performance and alignment within the organization.

3. The upward and downward communication processes at Veritas College of Irosin significantly enhance employee engagement, decision-making, and trust, while also clarifying organizational goals and fostering a cohesive work environment, ultimately contributing to improved performance and retention.

4. The impacts of upward and downward communication at VCI, include inadequate attention to suggestions, failure to follow protocols, a lack of openness to feedback, and the absence of clear guidelines, which underscore the urgent need for improvements to enhance overall communication effectiveness within the organization.

5. The identified challenges in both upward and downward communication emphasize the need for structured processes and adherence to protocols to facilitate better interactions.

6. Adopting agile strategies in communication can improve responsiveness and adaptability, ultimately enhancing overall effectiveness.

Recommendations:

1. Implement regular structured forum for upward communication, allowing employees to share feedback and suggestions more effectively.

2. Establish clear communication guidelines that outline key organizational goals and regularly update teams on progress.

3. Invest in team-building activities to cultivate trust and collaboration between management and staff, encouraging a more harmonious workplace.

4. Develop and communicate a comprehensive feedback protocol to ensure that all employee suggestions are acknowledged and addressed promptly.

5. Create standardized communication procedures to streamline the flow of information and ensure consistency in messaging across levels.

6. Form communication task forces to regularly review and adapt communication strategies based on feedback and changing needs.

7. Future researchers are encouraged to conduct the following research titles:
    a. Enhancing Employee Engagement: The Impact of Upward Communication on Retention and Satisfaction"
    b. "Clarity and Performance: Analyzing the Effects of Downward Communication Strategies in Organizations"
    c. "Navigating Communication Barriers: Challenges and Solutions in Hybrid Work Environments"
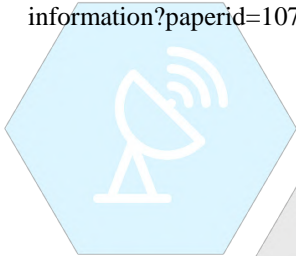
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