The Impacts of Cultural Diversity on the Performance of Construction Projects in the City of Manila

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***Abstract*—Understanding cultural diversity in the construction industry is crucial to a project's success. The lack of awareness of cultural differences has a direct influence on communication between construction workers and their managers. This might have a direct influence on the quality, safety, and duration of construction projects. The goal of this research will be to show how cultural diversity affects building project performance and to develop a strategy to improve construction project performance despite cultural diversity. The researchers gathered data online by utilizing the questionnaire created through Google Forms to 150 employees in Ironcon Builders & Development Corporation, Intramuros, Manila. Descriptive-correlational approach will be used in this study to describe variables and the natural relationships that exist between and among them. Based on the result, the majority of the employees from Ironcon Builders & Development Corporation, Intramuros, Manila were 31-40 years old, male, single, Filipino, Catholic, and were College undergraduates. Management and workforce factors have a "high" influence, while the materials and equipment, health and safety factors, and motivation factors have a "very high" influence. Given the values of the correlation between the questions, the researchers found out that there is no significant relationship between the demographic profile of the respondents and the factors influencing the construction of sites.**

Keywords—Cultural; Construction; Manila; Impacts; Diversity.

I. INTRODUCTION

Due to the extreme consequences, there has been an increasing focus on cultural diversity in the area of project management in construction during the last few decades. Existing research found mixed findings in terms of the direct influence of cultural diversity on performance (Wu et al., 2019). According to some research, interaction across various teams can result in the introduction of new knowledge and solutions that increase performance (Yi et al., 2017 as cited in Wu et al., 2019). Other research, on the other hand, showed that variety might lead to conflicts that are detrimental to performance (Lovelace et al., 2001 as cited in Wu et al., 2019).

However, Morgan (2007) as cited in Tian (2020) stated that when diversity is successfully managed throughout a project team, the mindsets of the different team members are unified into one shared goal, forming a strong connection between them. As a result, it is important to have in mind that the goal of managing diversity is to build and develop an enthusiastic and cohesive team despite the fact that individual members differ greatly. Project management is at the heart of the project and is committed to establishing an atmosphere in which project team members can collaborate to maximize their efforts and achieve a common objective, which is to deliver a successful project on time and within budget. A construction project's success depends on managing cultural diversity among the project team. Communication between construction workers and supervisors is hampered by a lack of understanding of cultural differences. This might have a direct impact on the quality, safety, and duration of construction projects (Ahmed, 2017). Moreover, workers perform more effectively and are more motivated to work in an atmosphere where diversity is valued and respected, according to Leveson and Joiner (2009) as cited in Cherian (2020). This gives employees a sense of belonging and engagement, ensuring the presence of unity at work. Though it is impossible to provide a single strategy for dealing with cultural differences; instead, each construction site should have site-specific designs and develop specific plans that take into account its particular features (Ahmed, 2017). Therefore, in light with this, this study aims to evaluate the impacts of cultural diversity on the performance of construction projects in Ironcon Builders & Development Corporation in Intramuros, Manila City.

II. METHODOLOGY

The researchers will gather information from the selected employees in Ironcon Builders & Development Corporation, Intramuros, Manila. The construction company currently has a population of 240. Therefore, using Slovin's Formula as shown below, with a confidence level of 95 percent (giving a margin error of 0.05), the sample size is 150.

$$n = \frac{N}{1+Ne^2} \quad (1)$$

where n = Number of samples, N = Total population and e = Error tolerance

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$$n = \frac{240}{1 + 240(0.05)^2} = 150$$

The researcher will then gather 150 respondents to participate in the conduct of the study. The respondents are the employees from Ironcon Builders & Development Corporation, Intramuros, Manila. The employees are the appropriate respondents since they all have different cultural backgrounds aside from the management, and they best represent the data needed by the researchers.
An online poll was used by the researchers to acquire enough data while adhering to the current pandemic's safety measures. The researchers will employ a Google Forms-based online questionnaire. The researchers chose Google Forms because of its integration interface, which is almost intuitive and user-friendly. It is worth noting that Google Forms is a free integration that speeds up a variety of online processes such as distance learning, survey creation, and assisting online retailers in gathering consumer feedback, among others. Google Forms has a simple interface for creating and implementing forms.

The researchers will contact the participants by emailing Google form links; the responses will be automatically processed, and the results will be available at any time. To secure their compliance, an approved letter and informed consent will be issued to them through email. An assurance that the gathered data will be maintained with the highest secrecy and confidentiality is included in the form. Later, the collected data will be tallied, tabulated, and analyzed using the Statistical Package for Social Sciences (SPSS), and statistical treatment will be applied using the necessary statistical methods.
For statistical analysis, the following tools will be used to ensure a valid interpretation of data. For objectives one (1) and two (2), Descriptive Statistics using Weighted Mean will be used. This will give the average, middle range and frequency of data that will be gathered. For validating the hypothesis, Pearson Product-Moment Correlation (*r*) will be used to determine the significant difference between the factors influencing the performance of construction projects in Ironcon Builders & Development Corporation, Intramuros, Manila when grouped according to the demographic profile of the respondents.

III. Results and Discussion

Table 1. Obtained Mean Distribution and Interpretation on the Factors Influencing the Construction Performance Based on Management Factors

Management Factors	Mean	Interpretation
1. I have good communication and coordination with the managers, supervisors, contractors, and workers.	3.275	Very High
2. I find myself having an excellent leadership skill.	3.28	Very High
3. My managers gives me constructive feedbacks regularly.	3.075	High
4. I don't have any problems with my coworkers, managers, supervisors, contractors, and workers.	3.095	High
5. My managers builds a trusting and open environment.	3.005	High
6. I can come for help to my coworkers, managers, supervisors, contractors, and workers	3.005	High
7.I understand how my performance is measured	3.275	Very High
8.I find myself happy when my coworkers ask for help	2.725	High
Overall Obtained Mean	3.091	High

Based on the results, the statements "I have a good communication and coordination with the managers, supervisors, contractors, and workers" with 3.275 mean, "I find myself having an excellent leadership skill" with 3.28 mean, and "I understand how my performance is measured " with 3.275 mean are interpreted having "Very high" influence in the management factors.
Meanwhile, statements "My managers gives me constructive feedbacks regularly" with 3.075 mean, "I don't have any problems with my coworkers, managers, supervisors, contractors, and workers" with 3.095 mean, "My managers builds a trusting and open environment" with 3.005 mean, "I can come for help to my coworkers, managers, supervisors, contractors, and workers" with 3.005 mean, and "I find myself happy when my coworkers ask for help" with 2.725 mean are interpreted having "high" influence in the management factors. Overall, the obtained mean is 3.091, which is interpreted as "high".

The highest statement was "I find myself having an excellent leadership skill." Construction is one of the most important industries to have a leader because of the importance of leadership. Poor project performance can have severe repercussions for the nation and its citizens because constructed products influence long-term socioeconomic progress in emerging countries. As a result, strong construction management is even more vital. It could be argued that "effective leadership" is one of the primary solutions to the construction industry's problems. More attention should be made on leadership qualities in this aspect (Tracecost Editorial Team, 2020).

Based on the results, the statements "I am committed in my job, and I engaged myself in trainings/seminars provided by the company and other organizations" with 3.51 mean, "I am treated with respect by my colleagues at work " with 3.4

mean, "I work fast because it is required in my job" with 3.51 mean and "I feel challenged daily at work" with 3.645 are interpreted having "Very high" influence in the management factors.

Table 2. Obtained Mean Distribution and Interpretation on the Factors Influencing the Construction Performance Based in Workforce Factors

Workforce Factors	Mean	Interpretation
1. I am committed in my job, and I engaged myself in trainings/seminars provided by the company and other organizations.	3.51	Very High
2. I keep a good relationship with my co-workers.	2.955	High
3. I know what exactly what is expected on me in my job.	2.955	High
4. I get to try different things on my job	2.675	High
5. I could use my skills and abilities in my job.	3.006	High
6.I am treated with respect by my colleagues at work	3.4	Very High
7.I work fast because it is required in my job	3.51	Very High
8.I feel challenged daily at work	3.645	Very High
Overall Obtained Mean	3.207	High

Meanwhile, statements "I keep a good relationship with my co-workers" with 2.955, "I know what exactly what is expected on me in my job." with 2.955, "I get to try different things on my job" with 2.675, and "I could use my skills and abilities in my job" with 3.006 mean have "high" influence according to the participant's response. Overall, the obtained mean is 3.207 which is interpreted as "high".

The statement which got the highest weighted mean is "I feel challenged daily at work". This implies that the employees are determined to go to work despite various challenges especially during the pandemic. It shows their resilience to problems which is a good indicator that they are committed to their work.

Based on the results of Table 3, the statements "I feel excited to work with good condition of equipment and tools" with 3.345 mean, "I feel proud of myself every time I successfully finished my task using good quality of materials provided" with 3.425, "My employers never let us use old and rusty materials" with 3.25, " I receive help and equipment to get the job done" with 3.29 ,"The equipment I use in work are easy to use and understand" with 3.395 mean, "The materials we use in work are always in good condition" with 3.26, and "The employers checks the equipment we use occasionally" with mean 3.27 all got a "very high" remarks as the interpretation. Meanwhile, statements "The employers never let us use substandard materials and rusty equipment" with mean 3.105 get a "high" remark only. The overall obtained mean for the materials and equipment factors is 3.293 which means "very high."

Table 3. Obtained Mean Distribution and Interpretation on Factors Influencing the Construction Performance Based on Materials and Equipment Factors.

Materials and Equipment Factors	Mean	Interpretation
1. I feel excited to work with good condition of equipment and tools	3.345	Very High
2. I feel proud of myself every time I successfully finished my task using good quality of materials provided.	3.425	Very High
3. My employers never let us use old and rusty materials.	3.255	Very High
4. I receive help and equipment to get the job done.	3.29	Very High
5.The equipment I use in work are easy to use and understand	3.395	Very High
6.The materials we use in work are always in good condition	3.26	Very High
7.The employers never let us use substandard materials and rusty equipment.	3.105	High
8.The employers checks the equipment we use occasionally	3.27	Very High
Overall Obtained Mean	3.293	Very High

Based on the results of Table 4, the statements "I feel safe in the construction site because of proper observance and awareness in COVID-19 protocol" with 3.43 mean, "I feel safe in the construction site because of health and safety provisions provided by the company" with 3.505 mean, "The company observes social distancing at work" with 3.345 mean, " The company gives us health benefits" with 3.43 mean, "I am clear about my rights and responsibilities in related to safety and workplace health" with 3.44 mean, "I feel safe at my workplace" with 3.61 mean, and "I am aware about the safety laws and regulations surrounding my line of work" with 3.48 amean are all interpreted as "very high". While statement "The company let us attend seminars about

safety at work" with 3.12 mean is interpreted as “high” factor. The overall obtained mean is 3.42 which is very high.

Table 4. Obtained Mean Distribution and Interpretation on the Factors Influencing the Construction Performance Based in Health and Safety Factors

Health and Safety Factors	Mean	Interpretation
1. I feel safe in the construction site because of proper observance and awareness in COVID-19 protocol.	3.43	Very High
2. I feel safe in the construction site because of health and safety provisions provided by the company.	3.505	Very High
3. The company observes social distancing at work	3.345	Very High
4. The company gives us health benefits	3.42	Very High
5. I am clear about my rights and responsibilities in related to safety and workplace health	3.44	Very High
6.I feel safe at my workplace	3.61	Very High
7.I am aware about the safety laws and regulations surrounding my line of work	3.48	Very High
8.The company let us attend seminars about safety at work	3.12	High
Overall obtained Mean	3.42	Very High

Table 5. Obtained Mean Distribution and Interpretation on the Factors Influencing the Construction Performance Motivation Factors

Motivation Factors	Mean	Interpretation
1. I am well rested and well compensated from the welfare given by the company.	3.385	Very High
2. I receive labor recognition in every work I do.	3.12	High
3. I am motivated by my organization’s vision.	3.12	High
4. I am inspired to meet my goals at work	3.465	High
5.My supervisors do not yell at us when we made mistakes	5	Very High
6.I receive recognitions at work every time I do well.	5	Very High
7.My managers encourage us a ‘no blame’ culture where us, staffs can admit mistakes and learn from them	3.46	Very High
8.I am happy with my job.	2.08	High
Overall Obtained Mean	3.587	Very High

Based on the results of Table 5, the statements “I am well rested and well compensated from the welfare given by the company.” with 3.386 mean, “My supervisors do not yell at us when we made mistakes” with 5.035 mean, “I receive recognitions at work every time I do well” with mean 5.035, and “My managers encourage us a ‘no blame’ culture where us, staffs can admit mistakes and learn from them” with 3.46 mean got a remark of “very high”.

Meanwhile, statements “I receive labor recognition in every work I do` with mean 3.12, “ I am motivated by my organization’s vision” with 3.12 mean, “I am inspired to meet my goals at work” with 3.465 mean and “I am happy with my job” with mean 2.08 all got a “high” remarks. Overall, the average mean is 3.5875 which is very high.

Statements “My supervisors do not yell at us when we made mistakes” and “I receive recognitions at work every time I do well.” go the highest mean. This results are supported by as he concluded that to improve construction worker motivation, the following factors must be present: (1) relevant worker incentives (intrinsic or extrinsic) and (2) improved management practices, particularly in terms of worker communication (Barg et al., 2014).

Table 6. Obtained Mean Distribution and Interpretation on Factors Influencing the Construction Performance Motivation Factors

. Factors Influencing the Performance of Construction Projects in Ironcon Builders & Development Corporation	Mean	Interpretation
Management Factors	3.091	High
Workforce Factors	3.207	High
Materials and Equipment Factors	3.293	Very High
Health and Safety Factors	3.42	Very High
Motivation Factors	3.5875	Very High
Overall Obtained Mean	3.3197	High

Based on the results of Table 6, materials and equipment factors, health and safety factors, and motivation factors have a very high influence, while management factors and workforce factors have a high influence. Overall, the average obtained mean for the factors influencing the construction performance is 3.3197 with high interpreted remarks.

Based on the results of Table 7, the age got -0.4289681611, gender with -0.8792643369, civil status with 0.9079698009, ethnicity with -0.6707588726, religion with 0.1656905953, and educational attainment with 0.3477228506.Since there are more negative value for the correlation values, the researcher can conclude that there is no significance between the factors influencing the performance of construction projects in Iron con Builders & Development Corporation, Intramuros, Manila when grouped according to demographic profile of the respondents.

Table 7. Correlation Between the Demographic Profile of the Respondents and the Factors Affecting their Performance in Construction Projects

	Correlation	Interpretation
Age	-0.4289681611	Negative Correlation
Gender	-0.8792643369	Negative Correlation
Civil Status	-0.9079698009	Negative Correlation
Ethnicity	-0.6707588726	Negative Correlation
Religion	0.1656905953	Positive Correlation
Educational Attainment	0.3477228506	Positive Correlation

To get the interpretation, the researchers multiplied the number of people who answered each question to its category level. After getting the product, the researchers get its total and then divide it by the total number of correspondents.

IV. Conclusion and Recommendation

A. Factors Influencing the Performance of Construction Projects in Ironcon Builders & Development Corporation

Based on the results, the management questions have the statements “I have a good communication and coordination with the managers, supervisors, contractors, and workers” with 3.275 mean, “I find myself having an excellent leadership skill” with 3.28 mean, and “I understand how my performance is measured “with 3.275 mean are interpreted having “Very high” influence in the management factors. Meanwhile, statements “My managers gives me constructive feedbacks regularly” with 3.075 mean, “I don’t have any problems with my coworkers, managers, supervisors, contractors, and workers” with 3.095 mean, “My managers builds a trusting and open environment” with 3.005 mean, “I can come for help to my coworkers, managers, supervisors, contractors, and workers” with 3.005 mean, and “I find myself happy when my coworkers ask for help” with 2.725 mean are interpreted having “high” influence in the management factors. Overall, the obtained mean is 3.091, which is interpreted as “high”.

For the workforce factors several statements “I am committed in my job, and I engaged myself in trainings/seminars provided by the company and other organizations” with 3.51 mean, “I am treated with respect by my colleagues at work ” with 3.4 mean, “I work fast because it is required in my job“ with 3.51 mean and “I feel challenged daily at work” with 3.645 are interpreted having “Very high” influence in the management factors. Meanwhile, statements “I keep a good relationship with my co-workers” with 2.955, “I know what exactly what is expected on me in my job.” with 2.955, “I get to try different things on my job” with 2.675, and “I could use my skills and abilities in my job” with 3.006 mean have “high” influence according to the participant’s response. Overall, the obtained mean is 3.207 which is interpreted as “high”.

Getting through the equipment availability the poll presented that “I feel excited to work with good condition of equipment and tools” with 3.345 mean, “I feel proud of myself every time I successfully finished my task using good quality of materials provided” with 3.425, “My employers never let us use old and rusty materials” with 3.25, “ I receive help and equipment to get the job done” with 3.29 ,”The equipment I use in work are easy to use and understand” with 3.395 mean, “The materials we use in work are always in good condition” with 3.26, and “The employers checks the equipment we use occasionally” with mean 3.27 all got a “very high” remarks as the interpretation. Meanwhile, statements “The employers never let us use substandard materials and rusty equipment” with mean 3.105 get a “high” remarks only. The overall obtained mean for the materials and equipment factors is 3.293 which means “very high.”

Protocols about health mirrored the responses “I feel safe in the construction site because of proper observance and awareness in COVID-19 protocol” with 3.43 mean, “I feel safe in the construction site because of health and safety provisions provided by the company” with 3.505 mean, “The company observes social distancing at work” with 3.345 mean, “ The company gives us health benefits” with 3.43 mean, ”I am clear about my rights and responsibilities in related to safety and workplace health” with 3.44 mean, “I feel safe at my workplace” with 3.61 mean, and “I am aware about the safety laws and regulations surrounding my line of work” with 3.48 a mean are all interpreted as “very high”. While statement “The company let us attend seminars about safety at work" with 3.12 mean is interpreted as “high” factor. The overall obtained mean is 3.42 which is very high.

Lastly, their reactions about their workplace life are varied where “I am well rested and well compensated from the welfare given by the company.” with 3.386 mean, “My supervisors do not yell at us when we made mistakes” with 5.035 mean,” I receive recognitions at work every time I do well” with mean 5.035, and “My managers encourage us a ‘no blame’ culture where us, staffs can admit mistakes and learn from them” with 3.46 mean got a remark of “very high”. Meanwhile, statements ``I receive labor recognition in every work I do` with mean 3.12, “I am motivated by my organization’s vision” with 3.12 mean,” I am inspired to meet my goals at work” with 3.465 mean and “I am happy with my job” with mean 2.08 all got a “high” remark. Overall, the average mean is 3.5875 which is very high.

B. Significant Relationship of the Demographic Profile of the Respondents and the Factors Influencing the Construction of Sites

Based on the results, the age got -0.4289681611, gender with -0.8792643369, civil status with 0.9079698009, ethnicity with -0.6707588726, religion with 0.1656905953, and educational attainment with 0.3477228506. Since there

are more negative value for the correlation values, the researcher can conclude that there is no significance between the factors influencing the performance of construction projects in Ironcon Builders & Development Corporation, Intramuros, Manila when grouped according to demographic profile of the respondents.

C. Recommendations

The following are the recommendations of the researchers towards the benefit that each sector can get from the utilization of this study.

The researchers recommend that construction companies to focus on reinforcement among employees in motivating them to work with harmony so that conflicts will be avoided. It will help stiffen the unity in both the management and the employees, which is beneficial towards the growth of the organization.

The researchers recommend the construction staff to focus on maintaining a positive relationship towards each other so team diversity and performance will be achieved most efficiently.

The researchers recommend that academicians use the result of our study as an additional literature towards understanding the relationship of the demographic profile of the employees and the factors affecting their construction performances.

The researchers recommend that future researchers fill the gap of this research in expanding the horizon towards researchers related to factors influencing the construction performances of the employees.

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