



ST. MARY'S UNIVERSITY
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THE EFFECTS OF MANAGEMENT COMMUNICATION
ON PROJECT SUCCESS: A CASE STUDY OF ALSON
FROMSA CONSTRUCTION

BY
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JUNE, 2023
ADDIS ABABA, ETHIOPIA

**ASSESSMENT ON THE EFFECTS OF MANAGEMENT
COMMUNICATION ON PROJECT SUCCESS: A CASE STUDY OF
ALSON FROMSA CONSTRUCTION**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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DECLARATION

The study titled “Effect of Management Communication on Project Success: A Case of Alson Fromsa Construction” is my original work and research. I have acknowledged all the sources of materials that I used for the study. I conducted the study by myself with the guidance and comments of the research advisor.

This study has not been submitted for any degree in any university. It is done for the partial fulfillment of the Master of Arts Degree in Project Management.

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ABSTRACT

This study investigates how project Management communication influences project success in Alson Fromsa construction. The aim of this study was to identify the impact of management communication, communication method, communication channel, and communication barriers on project performance. The study used an explanatory research design and a quantitative approach. Primary data were collected from project team members using questionnaires. Out of a sample size of 107, 87 respondents (a response rate of 81) have responded timely. Data analysis was done using descriptive and inferential data analysis techniques. The results of the study revealed that management communication, communication method, and communication channel had a positive and high level of significant effect on project success. Communication barriers like absence of trust among project team members, inadequate line of communication and lack of information disclosure by the project managers had a negative and significant effect on project performance. Oral communication method was the most commonly used compared to others. Bottom-up information flow was the dominant pattern of communication flow followed by horizontal (lateral) information flow. It is recommended that project management communication and communication methods should be strengthened; top-down communication in the project should be encouraged; and barriers to effective communication should be avoided by revising the established line of communication and building trust among employees.

Key Words: *Management Communication, Project Success*

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ACRONYMS

MC - Project Management

PMBOK- Project Management Body of Knowledge

SPSS- Statistical Package of Social Science

PMI- Project Management Institute

PMBOK- Project Management Body of Knowledge

MC- Management Communication

PMC- Project Management Communication

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CHAPTER ONE

INTRODUCTION

Any project's ability to exchange information, opinions, and ideas among the project team and stakeholders depends on effective communication.

Collaboration, coordination, and problem-solving can all be facilitated through effective communication, which will improve project performance and outcomes. If communication is not adequately handled, it can also provide dangers and obstacles like misunderstandings, disagreements, and delays. As a result, the purpose of this thesis is to investigate how management communication affects project success by looking at how various communication methods, techniques, and tools affect project activities and outcomes. How management communication affect project success does is the primary area of inquiry. The thesis use a quantitate methods approach to provide a solution to this question, incorporating quantitative information through surveys with project managers and team members from various contexts and industries. The goal of this thesis is to improve management communication effecs and abilities in project management by offering insights and suggestions.

1.1 Background of the Study

A critical part of project management is communication (Turkulainen, Aaltonen & Lohikoski, 2015). In this research, communication refers to the patterns of exchanging information and knowledge between project partners, stakeholders, team members and anyone who is involved to achieve the project objective.

A project is usually defined as a collaborative enterprise, frequently involving research or design, which is carefully planned to achieve a particular aim (Poduval, 2011). According to Poduval (2011), a project is an undertaking or a venture to accomplish some objective or goal. It inevitably involves a set of interrelated tasks, the accomplishment of which leads to the completion of the project. Project management is an approach that allows the implementation of strategic changes within organizations (Turner, Ledwith, & Kelly, 2009). It is a way of improving organizational performance (Crawford and Helm, 2009).

The process of communication is crucial in the field of project management. It is challenging to master, but accomplishing it requires good effort. Project team members frequently believe that if communication had been better, difficult projects would have run

more smoothly (Čulo and Skendrović (2010)). As a result, one of the areas that needs the most development is communication. Expectations, goals, needs, resources, progress updates, budgets, and purchase requests must all be regularly communicated to all significant stakeholders in order to assure a project's success. Due to difficulties specific to project management, project communication can frequently be more challenging. Because many projects are transient in nature, project communication is frequently transient as well. To prevent communication failures, it is imperative for project managers to deliver the message clearly the first time. Project managers communicate by using different means to convey a message. Communicating how the project will be handled, particularly how information will flow into and out of the project is one of the key components. In order to address project duties and the various forms of communication that occurred, there should also be a simple and clear communication plan. It covers the procedures necessary to make sure that project information is generated, collected, distributed, stored, retrieved, and ultimately disposed of in a timely and suitable manner.

A project's success can be determined from the point of view of the project itself or the result, depending on the desires of the stakeholder, what it was intended or planned to achieve. (Bannerman, P. L. 2008).

A breakdown or delay in the communication of same or any other significant project information can delay the project (Čulo and Skendrović, 2010).

This paper examines how management communication affects the outcomes of Alson Fromsa's projects by reviewing various literatures on project and communication management; conducting a study on the project Management communication of Alson Fromsa construction and providing a recommendation on how to improve Management communication for successful project completion in the company.

1.2 Alson Fromsa Construction

Alsen Fromsa Construction is Building Contractor in Building one (BC-1) and WaterWorks Contractor Grade One (WWC-1) in accordance with the guidelines of Oromia Construction Bureau and Ministry of water, irrigation and Electric respectively and is established with the purpose to create customer oriented business that takes the present market in this area into consideration. The formation of the company was made prevalent during 2007 E.C taking into account the conducive markets, investment policies and the incentive packages, which encouraged the company to commute resources thereby contributing a part to the

overall economic development of the country. The company has already formed an organized staff of skilled and Semi-skilled manpower consisting of engineers, foreman, and administrative staff and required Semi -skilled manpower with experience in construction works in order to implement its long time vision of undertaking construction works. With its present organization structure, the company has availed reasonably new equipment and well trained professionals.

The management of the company is led by a General Manager who has an M.Sc. in Civil (Geotechnical) Engineering and an M.Sc. in Construction Management Engineering with long years of experience in the construction field. The General Manager is assisted by the technical staff and administrative units of the company, who administer the-day to-day activity of the engineering and administration sectors of the firm respectively.

Alson Fromsa construction is a reputable company that has successfully completed more than 15 diverse projects in various regions of Ethiopia. These projects include bridge, road, small scale irrigation and water supply projects that benefit the local communities and the country as a whole. Currently, Alson Fromsa construction is implanting six projects in different regions of Ethiopia.

1.3 Statement of the problem

Communication within organizations is more complicated and diverse than ever before. It now plays a crucial role in the operation and success of enterprises. Management communications is one of the most important things that project managers take into account when planning and carrying out a project.

Management communication refers to the process of exchanging information and ideas among project managers and other project stakeholders, such as team members, clients, sponsors, and suppliers. Management communication can take various forms, such as verbal, written, formal, informal, direct, or indirect. The quality and frequency of management communication can have a significant impact on the coordination, collaboration, and alignment of project activities and goals.

According to the Project Management Institute (PMI), effective communication is integral to the successful development and delivery of a project (Nutchache, 2021). Moreover, communication not only keeps everyone up-to-date on the project progress, but also facilitates buy-in and ownership of major project decisions and milestones (IMS Web,

2020). Therefore, it is essential for project managers to master the skills of communication and to adopt appropriate communication strategies for different situations and audiences.

Mugo, K. M.,*1 & Moronge, M.2 (2018) revealed that the study revealed that availability of information transparency to all participants during the course of the project to increase level of synergy. The study revealed that an appropriate communication channel ensured that information was relayed to the right audience and improves team coordination and increase synergy and trust. In addition behavioral and structural factors were found to be the challenges of effective communication as Fikadu Taddese (2018) stated.

According to (Abraham, 2019), project communication is a key factor for project performance and the effect of project communication management, communication method, and communication channel had statistically positive significant influence on project performance. This is supported by a case study by (Hailemichael, 2012), which showed that both internal and external communication are crucial for project success. (Meron, 2018) also found that project communications planning and implementation, as well as the use of tools and techniques, had a positive impact on project performance. Similarly, (Haleema Majeed, 2020) communication is positively associated with project success; trust mediates the relationship between project communication and project success.

Among these factors, communication has been recognized as a critical element for effective project management (Frank Cervone, 2014). However, there is still a lack of empirical evidence on how communication affects project outcomes and what the best effects for improving communication within projects are. This research gap motivates the present study, which aims to explore the effect of management communication on project success.

In light of this, and in order to fill this research gap, the researcher is motivated to conduct a study on the effect of Management communication on project success in the case of Alson Fromsa construction.

1.4 Basic Research Questions

The main objective of this research is to answer these particular questions:

- How do Alson Fromsa construction team members communicate effectively with each other?
- What communication methods and channels do project professionals use in Alson Fromsa construction?

- How does project management communication affect project success in Alson Fromsa construction?
- What are the main challenges or obstacles to communication in Alson Fromsa construction?
- How does management communication affect Alsen Fromsa Construction?

1.5 Objectives of the study

1.5.1 General objective

The main objective of the study is to identify the effect of management communication on project success in the case of Alson Fromsa Construction.

1.5.2 Specific Objectives

The specific objective of this thesis is to examine how management communication influences the success of projects in different contexts and domains.

- To explore the communication effectiveness among Alson Fromsa construction team members.
- To investigate the different methods and channels of communication used by the project professionals in Alson Fromsa construction.
- To analyze how project communication affects project success in Alson Fromsa construction.
- To identify the challenges and obstacles that hinder effective communication in Alson Fromsa construction projects.
- To examine how project success is influenced by management communication.

1.6 Significance of the Study

The study, titled "Effect of management communication on project success," seeks to fill a vacuum in the current literature by investigating how communication effects influence project results in various situations and domains. The study is relevant and timely because effective communication is essential for managing complex and dynamic projects that involve multiple stakeholders, risks, and uncertainties.

The study is important from a theoretical and practical standpoint. The study should, theoretically, offer fresh ideas and viewpoints on the function of communication in project management as well as the variables influencing communication efficacy. The research also

aid in the creation of a conceptual framework that combines project management theory with communication theory. For project managers, team members, clients, and other stakeholders, the research provides helpful suggestions and ideas on how to communicate more effectively and efficiently in various project contexts. The study also aid in boosting communication performance and satisfaction, which will increase project quality and success.

The study also has larger ramifications for the environment and society. The study will support the development of professional and excellent communication effects inside companies and among project practitioners. By enhancing the social, economic, and environmental implications of projects, the research will also aid in the accomplishment of sustainable development goals. The study will also increase the general publics and policymakers' knowledge of and comprehension of the significance of communication in project management.

The research question of the study is: How does management communication affect project success? This question is important since it raises a crucial topic that hasn't been sufficiently covered or addressed in earlier research. By exploring the impact of communication on many project success factors, including quality, cost, time, scope, stakeholder satisfaction, and sustainability, the inquiry also contributes to the body of current literature.

The findings of this study could provide the board with information about the need for developing a communications road map that can be used to develop an overall communication strategy to direct their programs and the strategies can be used to guide their communications for a successful program and project implementation.

Additionally, by using this work as a resource and reference, other academics and scholars would substantially benefit based on the findings of the research. The study's findings may inspire other scholars to explore uncharted territory and broaden the scope of the topic.

1.7 Scope of the research

To successfully communicate with numerous stakeholders and maintain their alignment with the project's goals is one of the problems of project management. Since it allows the project team and other parties involved to communicate information, comments, and expectations, communication is a crucial component that affects a project's success. The effect of management communication on project success, particularly in the construction

projects, is not well studied. Construction projects frequently encounter complicated and dynamic requirements, uncertainties, and risks that call for efficient communication tactics; hence this research gap has to be filled. So, using the agile framework as a theoretical lens, this study intends to investigate how management communication affects project success in the Alson Fromsa construction project.

The study looked at the impact of communication strategies on project outcomes, using an example organization in the Alson Fromsa Construction as a case study. It examines how the project managers communicate with their teams and stakeholders, how they manage the communication components that affect project success, and how they can improve these components for future projects and the investigation tackled the following issues:

- What essential components of management communication work best in project-based organizations?
- What effects does management communication have on teamwork, stakeholder satisfaction, and project success?
- What are the best management communication methods and obstacles in various projects?

The study used a quantitative approach, gathering and analyzing data from quantitative sources. A survey of project managers and team members from various projects used to collect the quantitative data. The result of project success, as well as management communication quality and frequency, was measured by the survey. The participants' thoughts and experiences with management communication and its impacts on project success has examined throughout the the survey. To examine the data and respond to the research objectives, the study used cross-case comparison, thematic analysis, and descriptive and inferential statistics.

1.8. Limitations of the research

This study focuses on a specific project-oriented company and its project, and it faces some limitations in the literature review due to the novelty of the topic. Therefore, this research could not cover all aspects of the subject matter and had to deal with time and other constraints. Also, while measuring an effective and efficient project outcome needs to cover different activities and knowledge areas, yet the research only focuses on management communication.

1.9 Definition of significant terms as used in the study

This study employed some terms that are defined below. These definitions explain how each term was used in this study:

Communication Management: is a process of supervising information transfer in all directions (upward, downward, horizontally or diagonally), which may be formal or informal. He also states that project performance directly depends on Project manager's competence in managing communications (Kerzner, 2009).

Communication channel (Pattern) : a regular and intelligible form or sequence discernible in the way in which something happens or is done” or “an excellent example for others to follow (Karolina Muszyńska, 2011).

Communication Methods: The standard methods of communication are speaking or writing by a sender and listening or reading the receiver. Most communication is oral, with one party speaking and others listening. However, some forms of communication do not involve spoken or written language. Assessed June 2023

(<https://www.cliffsnotes.com/study-guides/principles-of-management/communication-and-interpersonal-skills/methods-of-communication>)

Project communication: Project communication refers to information exchanges intended to create understanding among project stakeholders (Ruuska, 1996)

Project Performance: defining and evaluating project performance differs when different perspectives are employed (Shenhar et al. 1997; Chan and Chan 2004). In this study, it is the accomplishment of projects measured against preset known standards of cost, time and quality of Alson Fromsa construction project.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Numerous theories have been put forth to explain how communication affects project success. Although the literature discusses a wide range of these theories, this review concentrated on key themes that recur frequently in the literature under consideration. The impact of communication on project success, the techniques and mechanisms used, handling strategies, the project communication process, and communication gaps. Although there are numerous contexts in which these themes are presented in the literature, the primary focus of this paper is on the role that management communication plays in project success.

2.1 Definition of Communication

Communication is defined as "the process by which information is exchanged between individuals through a common system of symbols, signs or behavior" (Merriam-Webster, 2021). Communication can be verbal or non-verbal, formal or informal, internal or external, horizontal or vertical, written or oral, and so on. Communication can also be classified into four types according to its purpose: informative, directive, expressive and supportive (Katz and Kahn, 1978).

2.2 Structuration Theory of Communication

The importance of human communication has been a key area of study over the past century (Richmond and McCroskey, 2009). Structuration theory is an organizational communication model developed by Anthony Giddens in the 1970's that analyzed structures and social systems as inseparable. Giddens observed that in social analysis, the term structure refers to "rules and resources in interaction" and more explicitly to the structure properties that allow the 'binding' of time and space in social systems. As long as the codes of communication are organized hierarchically, the system of expectations can be integrated symbolically (Leydesdorff, 2010).

Structures may also change, either incrementally or radically through structuration. In terms of group decision making, this means that the decision is not only affected by the structures of the group but at the same time has an effect upon the same rules and resources. In any implementation process the organization structure is a representative of interdependence between input and output. Organizations and other social actors are comparable to a

network that configures their actions which may be referred to a social structure (DiMaggio, 1991).

Communication at corporate and global level involves some intercultural interaction in the form of sharing information among people, teams or organizations from different countries or cultures. Culture can be defined as a set of shared understanding among members, groups, organizations, communities or nations (Hofstede, 1991). Culture is distinguished through language which is the most essential medium of communication (Walker et al. 2003). Markets have increasingly been globalized from the 1960's and as a result communication problems are commonly due to misinterpretation of language (Loosemore and Al Muslmani, 1999). Cultural diversity is a major issue that affects the productivity of an organization or team (Adler, 1997).

2.2.1 Communication theory

The term communication theory refers to the body of theories that constitute our understanding of the communication process (Littlejohn, Citation1983). Theories represent various ways in which observers see their environment, and as Littlejohn claims (Citation1983, p. 12), because theories are abstractions, every theory is partial. Each theory delineates a way of looking and, therefore, its truth value can only be measured in terms of how well it is constructed. This is the reason why there is much disagreement about what constitutes an adequate theory of communication. The search for who is doing what in a communication process and with what effects, to paraphrase Lasswell (Citation1948), is the basic question of every communication theory, although it might be studied from different angles or by looking at different facets.

There has never been agreement on what “communication” or “to communicate” means. Even in classical Latin, *communicare* meant “to share with,” “to share out,” “to make generally accessible” or “to discuss together” (Glare, Citation1968, p. 369). Rosengren (Citation2000) suggests that, above all, communication concerns the process of meaning creation: questions concerning how people create meaning psychologically, socially, and culturally; how messages are understood intellectually; and how ambiguity arises and is resolved. For Littlejohn, “communication does not happen without meaning, and people create and use meaning in interpreting events” (Littlejohn, Citation1992, p. 378). Thus, the crucial question concerns our understanding of “meaning” and how the process of meaning creation works (for an overview of the concept of meaning, see Littlejohn, Citation1983, pp. 95–113).

In communication theory, there are at least three different lenses with which to view how this process works: communication as a one-way process of meaning construction, in which the sender attempts to construct or reconstruct the meaning developed by the receiver; communication as a two-way process of meaning construction, in which two or more people construct new meanings together; and communication as a omnidirectional diachronic process of meaning construction, in which the focus is on the continuous development of meaning itself.

According to KsenijaCulo and Vladimir Skendrovic (2010, p. 229), project stakeholders communicate information in various ways. These ways can be grouped into:

Interactive communication: A multidirectional information exchange among two or more parties. It is the most effective way to ensure a shared understanding by all participants on specific topics, and includes meetings, phone calls, video conferencing, etc.

Push communication: A one-way method of delivering information to specific recipients who need to know it. This ensures that the information is distributed but does not guarantee that it actually reached or was comprehended by the intended audience. Push communication includes letters, memos, reports, emails, faxes, voice mails, press releases etc.

Pull communication: A method used for large amounts of information or large audiences that requires the recipients to access the communication content at their own discretion. These methods include intranet sites, e-learning, and knowledge repositories, etc.

2.2.2 Goal-Oriented Communication Theory

Goldreich, Juba, and Sudan (2012) put forward a general theory of goal-oriented communication, where communication is not an end in itself, but rather a means to achieving some goals of the communicating parties. Focusing on goals provides a framework for addressing the problem of potential “misunderstanding” during communication, where the misunderstanding arises from lack of initial agreement on what protocol and/or language is being used in communication. In this context, “reliable communication” means overcoming any initial misunderstanding between parties towards achieving a given goal.

The term project manager, project administrator, construction manager or project coordinator appear to have a similar function but their roles may vary (Kerzner, 2002).

Project managers and coordinators play a role in integrating tasks, measuring performance regarding technical progress. A project manager however is expected to ensure overall leadership who is responsible for organizing, planning and controlling the project organization.

2.3 Project Communication

Project communication is a vital link between people, ideas and the information required by parties involved throughout a project. Communication is two-way process which requires two participants who encode (send) and code (receive) messages, information, news, ideas and feelings. Communication is an essential process in the world of project management. It is difficult to master, but essential to make a good effort in achieving. Čulo and Skendrović (2010) described that communication is the lifeblood of projects and organizations. Just as the heart works to distribute oxygen throughout the body, the project teams continuously circulate project information from the external stakeholders to the project plan documentation, to the internal stakeholders, to the project plan.

A communications charter should document how the organizations communicates with its client or other organizations; how team members interact on social media; how people are expected or needed to reply emails and when they are not; how people engage in face to face communication; how to organize regular meeting and who is expected to attend; whether team members are expected to “dial in” remotely; what to include in the minutes and who is tasked to circulate them hence it is beneficial for projects with virtual teams. It offers additional clarification for the most preferred communication methods for teams working on the same project from different locations and aids in providing regular feedback on project status reports. The communication process as established from the charter influences the quality of information. It is important to maintain steps in the communication process as this is where information gets distorted and damages the effectiveness of the intended communication (Keyton, 2006).

2.4 Project Management communicationProcess

Project communication plan is part of the project management plan, which is useful to identify and point out Internal and external Stakeholders and it builds communication between all entities involved in the project. Project development team lead by a project manager; try to prepare an effective communication plan and strategy that fits into the project delivery process (Project Communication Handbook, 2007).

Information is promptly made available to project stakeholders when it is distributed properly. By adhering to the communication plan, the project team can be confident that everyone is aware of their roles in communicating with external stakeholders. A project is less likely to be impacted by unforeseen disputes, revisions, or complaints the more knowledge stakeholders have about it.

Periodically, the project manager asks the project stakeholders if the project communication is sufficient to suit the stakeholder's needs. In some cases, project stakeholders may need greater detail or more frequent delivery. In other cases, certain stakeholders may need summary information, or may request notification only if problems arise. (PCH, 2007)

Project communications is central for stakeholder satisfaction, effectiveness, and success of any project (Bourne, 2015). However, most stakeholders didn't understand the real meaning of effective Management communication in projects (Adinyira, Kwofie, & Ahiaga-Dagbui, 2015). Effective communication is even more crucial for the successful. However, communication ineffectiveness has been found to contribute to the failure of projects being completed in time or on budget (Hoezen et al., 2011) hence requiring attention to remedy these developments. Xie et al. (2010) therefore suggested that effective communication among the project team demands rigorous studies to identify the most effective communication medium are used which take into consideration the peculiarity and complexity of the project as well as the skills and expertise of the parties involved in delivering that project. As a result, projects teams tend to adopt several communication mediums, often leading to misunderstandings and information distortion during the project delivery.

Thomas and Mefalopulos (2009) explored the role of participatory communication in development programs. The study reviewed different development programs funded by the World Bank across the globe. The study pointed out that overall, lack of participatory communication was a main reason as to why many development initiatives failed to achieve their objectives to produce significant improvements for the many poor by limiting the understanding of local context and insufficient involvement of local stakeholders. The study highlighted that in the absence of participatory communication, the agenda of projects and programs was often set by a few individuals with very little input from other stakeholders, especially at the local level. This led to limited political buy-in and faulty project design. According to the study, by actively engaging stakeholders from the start and by seeking a broader consensus around development initiatives, participatory

communication had been considered a crucial tool to avoid past mistakes and conflicts. Moreover, genuine participation increased the sense of project ownership by local stakeholders, thus enhancing sustainability.

Elegbe and Ibikunle (2015) assessed the effectiveness of communication and participative decision making in selected organizations in Ibadan Metropolis, Nigeria. A mixed methods research design was adopted. The study found that participative communication ensured employees' involvement in the decision-making processes which motivated them to work towards contributing to the success of the organizations. The study found that participatory communication enhanced the trust between the management and employees which led to sustained management employees' relation and eventual organizational productivity and commitment.

2.5 Effectiveness Communication Gap

In an analysis of project success, Eskerod and Jepsen (2013), and Yang et al. (2014) identify that project management should assist any organization to: (1) increase the likelihood that the desired outcome of the project will be attained; (2) ensure the best use of the resource allocation; (3) meet the needs of the stakeholders associated with the organization; and (4) comply with the trends in the global market to ensure a competitive advantage for the organization in question. Due to the importance of stakeholder satisfaction, Management communication is critical, as some of the major causes of project failure are poor communication between the project manager and the stakeholders, and a lack of participation of the stakeholders (Eskerod & Jepsen 2013; Muszyńska 2015).

While exploring the use of effective communication to support project success, the works of various authors were consulted, which all report that effective communication is one of the most decisive areas affecting project success. This has been confirmed by numerous researchers (Bond-Barnard 2017; Han & Jung 2014; Rodríguez 2017; Mei Yuen Foong 2014; Sharma and Goyal, 2014; Von Meding & Bruen, 2010). In recent studies, Davis (2014); Gemünden and Schoper (2015), Joslin and Müller (2014) and the PMI® (2021) show consensus that effective communication is a primary driver for successful projects, which includes stakeholder benefits. According to Rose (2013), much of what a project team accomplishes, or the action of a project manager, relies on communication. However, Rose (2013) notes that, with the realization that stakeholders play a key role in the success of a project also comes the realization that managing stakeholder interactions is more than just a matter of good communication. It is therefore important to include the

communication processes for identifying the stakeholders, developing a stakeholder management plan, managing stakeholder engagement and controlling such engagement. Management communication involves a program that is aimed at strengthening the prevailing awareness of a situation. Research has indicated the importance of Management communication (Yang, et al. 2014). It is essential to know which methods the stakeholders typically use in communication management. According to Goetsch and Davis (2016), communication may be defined as the transfer of a message that is both experienced and understood. Thus, it describes a message that is conveyed by a sender to a recipient, either verbally or non-verbally, and which may include management tasks, activities and/or relationships.

Ofori (2013) points out that the consequences of miscommunication include conflicts that could thwart the project, causing it not to be completed and delivered on time, or worse, to fail. Zulch (2014) and Safakish and Wood (2011) maintain that communication is a key driver to ensure effective project management throughout a project's life cycle, from the beginning until the end. Eskerod and Jepsen (2013) claim that the major causes of project failure are ineffective stakeholder management, poor project communications between the project manager and the stakeholders, and a lack of participation on the part of the project stakeholders. According to these authors, long-term goals of communication within project success indicate that communication provides ultimate performance outcomes of any project to build sustainable capabilities, so its depth gives flexibilities to the project by increasing its range of responses by stakeholders to emerging opportunities.

Foong (2014); Tipili, Ojeba and Ilyasu (2014) show consensus and emphasize that proper Management communication with its structures must act mutually to provide clear direction and control throughout a project's life cycle from the beginning till the end. These authors confirm the critical dependency of communication, integrated within all project phases affecting project performance success. An effective communication system is required and is crucial to ensuring integration throughout the project, which should include three (3) principal components namely community and stakeholder involvement, clear communication channels and frequent meetings. Long, Ongunlana & Quang (2004), Von Meding and Bruen (2010) found that communication is an important tool to convey project information from one party to another to avoid being misunderstood or misled. The communication plan with its processes must be formalized proactively when project execution starts to connect all stakeholders so that they can work together to achieve the project's objectives. This will reduce the risks of misunderstandings and will increase cost-

effectiveness (Bond-Barnard 2017; Pitts et al. 2012). Bourne (2016), Butt, Naaranoja and Savolainen (2016) point out that the implementation of timely formal and informal communication approaches and media to convey the correct and relevant information to stakeholders is crucial to ensuring truthfulness, balance, honesty and credibility. According to Magano (2008:5) communication is highly important in enhancing teamwork and running projects successfully. Magano (2008) further indicates that information sharing, as a form of communication, is extremely important for ensuring that all the members of a group or society are kept informed about the status of a situation. Poor communication may result in members of the group not having the required information when they need it, causing information about any changes in circumstances not being escalated to the relevant individuals. This may also be compounded if a project communication plan has not been completed, or if it does not contain enough details (Chou & Yang 2012). In addition, according to Richman (2011), it should also explain all the details of the meetings and reports that are to be presented to management, the stakeholders and clients. To ensure informed planning and decision-making, the community concerned should have access to the free flow of the necessary information.

Bond-Barnard (2017) and Pomerania (2016) examined the critical dependency of communication within all project phases and processes, which collectively strengthen relationships and ensure project success. Mohan and Paila (2013), and Zulch (2014) rightly observe that effective communication must be linked with competitive advantage. Bond-Barnard (2017), Chou & Yang (2012), and Kloppenborg, Tesch & Manolis (2014) identify clearly in their research that projects have a competitive advantage when there is effective communication, enabling the project interactivity by the process, which fosters success. Without effective communication, the flow of a project's information will be affected negatively, causing misunderstanding with disastrous consequences, which, in turn, will cause direct and indirect conflicts that could prevent the project being completed and delivered on time, or worse, becoming a failure. It is thus clear that effective communication is crucial to the success of the project (Ofori 2013; Kerzner 2013 and Han and Jung, 2014). Martin, Lewis and Fifi (2014) suggest that communication should be broken down into two components, namely, the dynamic component of the quality or effectiveness of the communication; and the steady-state component of the difficulty involved in the exchange of information. A well-established model for communication was presented by Cleland and Kerzner (1985) and describes communication as consisting of the source, medium and receiver.

Both Pomerania (2016), and Ballan and El-Diraby (2011) emphasize that the driving force required for any project is communication to set clear priorities for the most important things. These authors argue that these requirements align all project activities necessary to enable any project manager to focus all resources critical to the success of project. Communication across projects is needed to create a dynamic fit with the stakeholders by always acting proactively with the correct information (Sharma & Goyal 2014). Such an approach will have a positive effect on project success, which will result in indirect improvements in the phases of the projects (Muller et al., 2014). It became clear from the conceptual analysis and review of the literature that communication is one of the most significant constructs in and contributors to project success. The communication “source” encodes and dispatches a message together with various language components, including intonation, accent, stress and slang, in voice, written form, body gesture or a combination of these (Safakish & Wood 2011). The message is then transferred to the “medium”, which the authors argue should ideally be free of “environmental interference” such as noise and disturbances that could affect the primary message being communicated. The “receiver” finally receives the communicated message and attempts to decode and interpret the information along with its language components and any modifications because of the environmental interference.

The PMI® notes that the communication requirements of a project are the sum of the information needs of each of the groups of project stakeholders (Serrador 2009, and Joslin and Müller 2014). Furthermore, the PMI® suggests that these requirements are defined by combining the type and format of the information that the stakeholders need, with the value of that data (Serrador 2009). The PMI® therefore indicates that the project manager is required to ensure that the stakeholders are provided with the key-targeted project information requirements when they need it, and to the extent that they need it. Hence, the project manager should utilize the necessary communication channels, paths and methods that are required for each of the individual stakeholder groups or individuals (Berzkalns 2003). The PMI® (2021) further indicates that a typical set of tools and techniques to determine project communications requirements are project organization charts; stakeholder relationships; specialists involved in the project; stakeholder information; and information needs of the stakeholder.

The PMBOK® Guide (PMI® PMBOK® 2021) points out that the role of a communication plan is to study and document the communications and information needs of a project, while also considering the stakeholders’ needs. Furthermore, the PMBOK® Guide (PMI®

PMBOK®, 2021) states that a communications plan provides a typical set of tools and techniques for determining project communications management requirements. They suggest that it should comprise stakeholder communication requirements; the person responsible for communicating the information; information to be communicated to all the stakeholders; the person or persons who will receive the data; the method or methods used to transmit the information; and the frequency of the communication adapted.

Communication is the glue that holds a project team together. Without clear, timely and unambiguous communication even a small team working together will have major problems. In the case of a virtual team, poor communication will render an already challenging situation nearly impossible to control, that is why we need professional and knowledge based Project Management communication in which project status will be tracked and monitored effectively using various tracking tools. This implies that every person's communication skills affect both personal and organizational effectiveness (Brun, and Summers, 2010).

Effective communication includes a well-designed infrastructure and the processes, messages, and documents that use that infrastructure to exchange information among project stakeholders and keep them aligned with the project goals and informed of the project's progress. (Jyothi Goudar, 2015).

A review of the literature on project communication reveals that there is a positive relationship between communication effectiveness and project success. Several studies have found that communication is one of the most critical success factors for projects (Pinto et al., 1993; Kerzner, 2009; PMI, 2017). Moreover, some studies have suggested that communication effectiveness can be used as an indicator or predictor of project success (Yazici, 2009; Albert et al., 2017; Cervone, 2014). Therefore, it is imperative for project managers to pay attention to Management communication throughout the project life cycle.

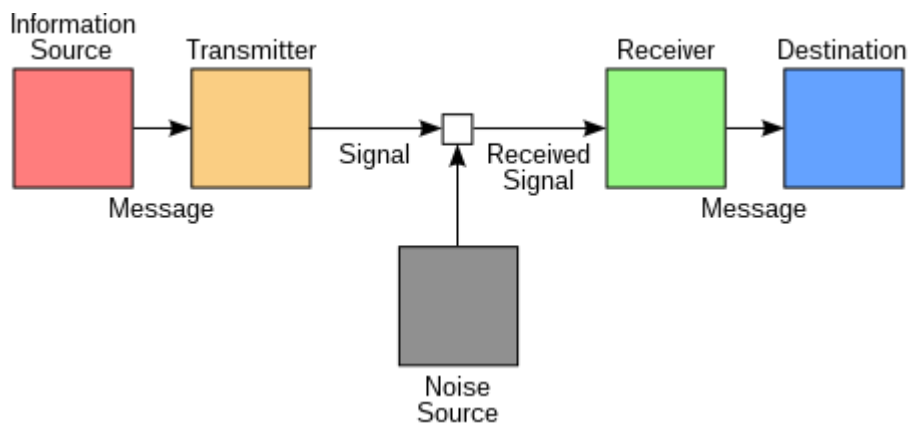
2.6 Project Communication Management

Project Management communication includes the process required to ensure timely and appropriate generation, collection, distribution and ultimate disposition of the project information (PMI 2013). Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal or external to the organization because establishing effective communication creates a bridge between diverse stakeholders involved in a project, connecting various cultural and organizational

backgrounds, different levels of expertise, and various perspective and interest in the project execution or outcome (PMI 2013).

As a result, establishing effective communication builds an effective project team and stakeholders, lack of communication strategy leads to troubles and failure in projects. Many times, on troubled projects, project team members feel that if the communication had been better, the project would have run smoother. Therefore, communication is often listed as one of the most needed areas for improvement. To ensure the success of a project, much information, including expectations, goals, needs, resources, status reports, budgets and purchase requests, needs to be communicated on a regular basis to all major stakeholders. Project Management communication is application rules and working methods which are set for that specific project. Project Management communication rules should be always in line with organizational communication guidelines. Thus, project Management communication has opportunities and obstacles that need intervention and follow.

Figure 1: Model of Communication



The project management communication model designed by Shannon-Weaver Model (Adopted from Affare, 2012)

2.7 Styles of Project Communication

The following styles of communication have been highlighted by Rory burke, Steve Bannon (2014, p. 304-308).

- Formal Written: Emails, letters, faxes, memos, minutes, drawings, specifications and reports

- Formal Verbal: Telephone, voice mail, meetings, video-conferencing
- Informal Verbal: Casual discussion between friends, networking with useful contacts
- Non-verbal: Body language

A written form of communication is beneficial for the project as it prevents confusion and memory loss. Any significant decisions and directions should be documented in writing. This way, there is a written record of agreements that can be consulted in case of any issues that arise later in the project. Simple messages that can be easily communicated and need to reach all stakeholders can be done through written channels. However, for complex messages that are hard to communicate, need clarification, and require immediate feedback from the receiver, verbal channels are more effective. Verbal communications are also more personal, and this helps to foster a supportive and inspirational climate.

2.8 Communication Culture

Communication at corporate and global level involves some intercultural interaction in the form of sharing information among people, teams or organizations from different countries or cultures. Culture can be defined as a set of shared understanding among members, groups, organizations, communities or nations (Hofstede, 1991). Culture is distinguished through language which is the most essential medium of communication (Walker et al. 2003). Markets have increasingly been globalized from the 1960's and as a result communication problems are commonly due to misinterpretation of language (Loosemore and Al Muslmani, 1999). Cultural diversity is a major issue that affects the productivity of an organization or team (Adler, 1997).

Construction people derive a different image across people. Some of the traits mostly refer to them as demanding, strong, honest, dishonest, ignorant, egocentric, shrewd, calculating, tough, hard-driving, demanding, strong, ignorant or shrewd. Despite all these they have a recognizable commonality trait or makeup to their personalities and behavioral characteristics. Construction people just like other people are sociable people and desire to 'fit in' to a group (Motsa, 2006). Project managers must consider different personalities when dealing with today's global projects. There is a need to adopt new approaches to infuse synergy in the midst of unsettling perspectives on cultural diversities at state, regional or organizational level. This facilitates successful cross-cultural interaction at task level (Ramaprasad and Prakash, 2003). It is also important to acknowledge the impact of

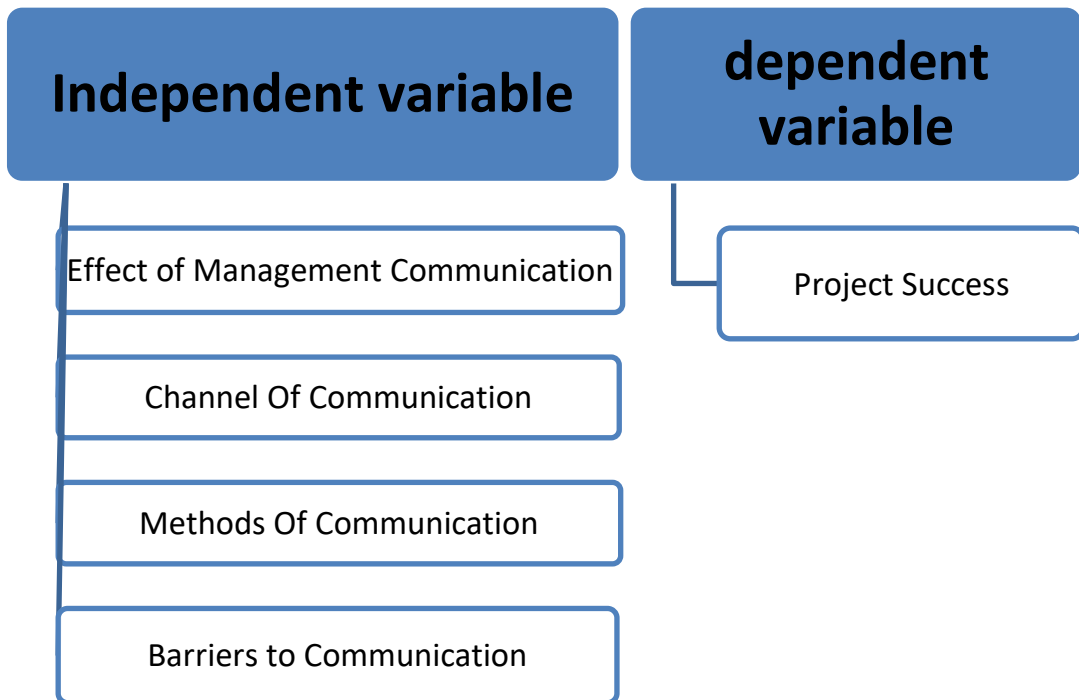
semantic and emotional factors which serve as a bridge to effective delivery of message content (Breu et al., 2008).

2.9 Conceptual Framework

The purpose of this study is to investigate how effective Management communication affects project success in Alson Fromsa Construction. The methods and procedures for organizing, carrying out, overseeing, and regulating the communication activities within a project are referred to as communication management. The degree to which a project achieves its goals, produces its results, and pleases its stakeholders is a key indicator of project success. The degree to which the project meets or exceeds the expectations and demands of the project stakeholders is known as stakeholder satisfaction. The level of engagement and cooperation among the project team members is referred to as team collaboration. The process of identifying and managing any risks that might have an impact on a project's results is known as risk mitigation.

Accordingly, this study accessed at the various forms of communication used by project team members at Alson Fromsa Construction. It analyzed the link between projects Management communication and project success at the company and identify any obstacles that stand in the way of effective communication and project success. Project success is the dependent variable in this study, whereas the independent variables are project Management communication techniques, channels and methods of communication, and communication hurdles as presented below in the table.

Figure 2: Conceptual Framework of the study



CHAPTER THREE

RESEARCH METHODOLOGY

The research design, questionnaire design, data collection methods and instrument of data collection, sampling strategy, data processing and analysis and instrument development are the procedures and activities that this chapter covers, with a focus on the study. The ethical issues that the study followed while conducting the research are also discussed in this section.

3.1 Research Design

This study used quantitative methods of research. Both explanatory and descriptive research design were used. The study also explained the relationship between projects Management communication and project success. Additionally, it outlined and evaluated the project Management communication process as it applies to Alson Fromsa Construction, including the communication channel, methods, and barriers to effective communication.

This study used a descriptive cross-sectional research design. This research design is selected because if it is carefully designed with descriptions of occurrences, it properly captures the features of a population, making it more precise and accurate. The descriptive analysis method is acceptable when summarizing data in tables and ratios.

3.2 Research approach

Three methodologies or approaches are available for conducting research: mixed methods, quantitative methods, and qualitative methods. In this research project, data from quantitative sources have been gathered and analyzed. In order to answer the research questions, a quantitative method approach was used.

3.3 Target Population

Hair et al., (2010) states target population as a specified group of people or objects for which questions can be asked or observed to collect required data structures and information.

The study takes on the effect of management communication in a project success in Alson Fromsa's construction. The target populations of this study are managers, consultants, site engineers, human resource and project coordinators.

3.4 Sample and Sampling Techniques

146 employees who work in six projects across the country are the study population. The individual project teams are the unit of analysis in this study. Purposive sampling was used as a sampling strategy to choose research study participants based on particular standards or traits.

In the case of Alson Fromsa Construction for the study, there are 146 permanent and part-time employees. Currently, Alson Fromsa Construction is working on six projects across the country. The sample size was determined using the sample size determination formula of Yamana (1967) as presented below.

To calculate the sample size (no), I used the formula $no = N / (1 + N * e^2)$, where N = population size (146), e = sampling error or level of precision (0.05). The sample is no = 107. I used stratified random sampling technique to select the sampling units, which means I divided the population into subgroups (projects) and selected a sample from each subgroup in proportion to its size. This is called proportional allocation. I assigned identity numbers to each project team member and randomly selected study participants from each project using these numbers. I choose stratification because it is convenient and more precise than simple random sampling techniques in estimating the characteristics of the whole population.

3.5 Sources of Data

Primary and secondary sources of data were collected in conducting the research. Primary data, being the most significant collecting of data gathered through structured questionnaires. The researcher also assessed secondary data from site books and recorded documents of Alson Fromsa construction data store.

3.6 Data collection method

This study collected and analyzed both primary and secondary data. The primary data came from a cross-sectional survey that was conducted in paper form. The survey used a five-point Likert scale to measure the project teams' level of agreement or disagreement with each statement. The secondary data was obtained from Alson Fromsa Construction data store to provide more information. Moreover, the study also reviewed books and published articles to enrich the research.

The study used a survey method to collect data from project managers and team members who have completed at least one project in the past year. The survey measured the variables of communication quality, communication frequency, project success, and other factors that influence the results. Data was analyzed using descriptive statistics, correlation analysis, and multiple regression analysis.

3.7 Data analysis

Data analysis is a tool used in reducing and organizing data in order to generate findings which require interpretation by the researcher (Guest & Greg, 2012).

Concept formation is an integral part of data analysis and begins during data collection. Thus, conceptualization is one way that a qualitative researcher organizes and makes sense of data and analyzes data by organizing it into categories on the basis of themes, concepts, or similar features (Kruger and Newman, 2003). The questioner data was organized by table after analyzed and interpreted in frequency descriptive and organized and presented to form meaning about the research questions and to provide appropriate recommendations.

The study applied both descriptive and inferential techniques to analyze the data. Descriptive techniques included calculating percentages, correlation coefficient, mean, standard deviation, and coefficient of variation. Inferential techniques involved regression analysis of the relationship between independent and dependent variables. The study used SPSS for windows and Google sheet to perform both types of analysis.

3.8 Ethical Issues

The study obtained permission and clearance from Alson Fromsa construction to conduct the research, use questionnaires for data collection, and access internal procurement documents. The research participants were informed about the aim of the study and their consent was obtained before they filled in the questionnaire. The study also respected the privacy rights of the respondents and kept their names confidential. Therefore, collective terms like 'respondents' or 'study participants' were used. Moreover, all the sources used in this study were properly acknowledged.

3.9 Constructs, Variables and Measures

I based most of the materials and concepts for this research on existing sources and publications. We used a five-point scale to measure communication methods, communication patterns, and communication barriers, following the approach of Peter and

Florence (2014). We designed a ten-point scale to evaluate the project success in terms of Time, Cost and Quality, drawing from relevant literature.

CHAPTER FOUR

RESULTS AND DISCUSSION

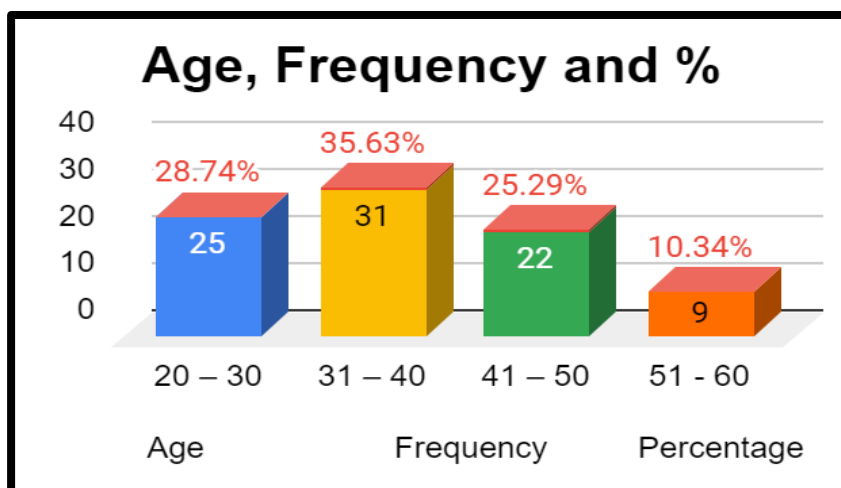
The general information of the respondents, which includes their demographics, is analyzed, presented and interpreted in this chapter. The research questions are also addressed by using tables to show the data analysis and the responses given. The research findings are obtained and analyzed using frequencies, correlation, regression and percentages to evaluate the effect of project Management communication and its impact on project success. The summary of the analysis is also given in this chapter.

4.1 Demography of the participants

The researcher obtained data from the proportion of (81%, n=87) of the target population which was 107 for the study. This was above the 75% threshold suggested by Mugenda (2009) for an adequate sample size, and only 19% (n=20) of the potential participants did not respond.

4.1.1 Age of the Respondents

Figure 3: Age of the Respondents

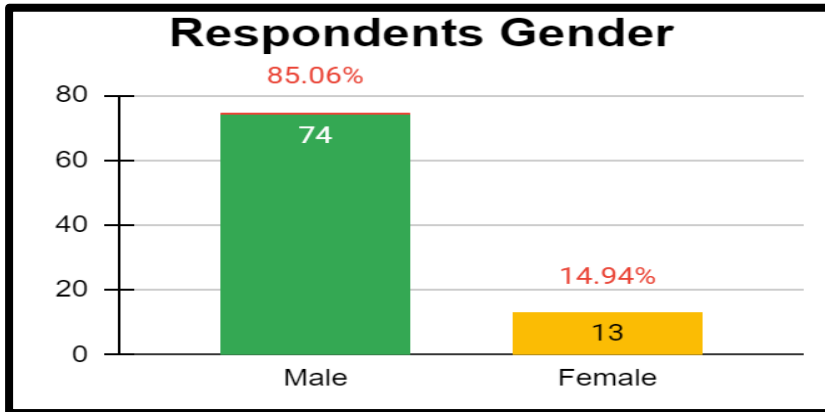


Source: Own Survey data (2023)

The age of the respondents was measured and reported using frequencies and percentages. The largest group, 35.63% (n=31) was 31-40 years old, followed by 28.74% (n=25) who were 20-30 years old. The third group 25.29% (n=22) was 41-50 years old, and the smallest group, 10.34% (n=9) was 51-60 years old. This shows that most respondents were young and their age ranged from 20 to 50 years.

4.1.2 Gender of the Respondents

Figure 4: Gender of the Respondents

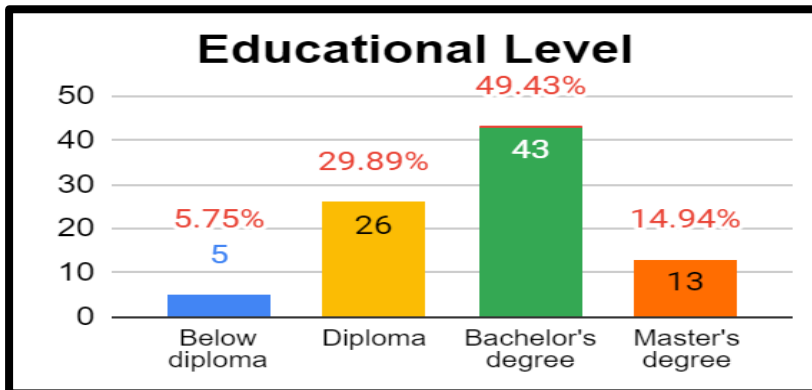


Source: Own Survey data (2023)

The survey included a question on the respondents' gender and the results were summarized using percentages and counts. Most of the respondents, 85.6% (n=74), identified as male and the remaining 14.94% (n=13) as female, showing a male-dominated sample.

4.1.3 Education Level of the Respondents

Figure 5: Education Level of the Respondents

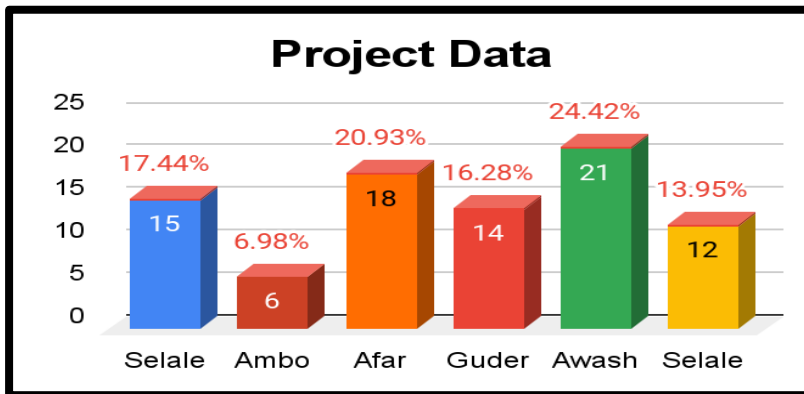


Source: Own Survey data (2023)

The educational background of the respondents was measured and the results were presented using frequencies and percentages. Nearly half of the respondents 49.43% (n=43) had attained a Bachelor's degree, while 29.89% (n=26) had a diploma, 14.94% (n=13) had a Master's Degree, and 5.75% (n=5) had below diploma qualifications. This shows that of majority of the respondents had completed their first Degree, which implies that they had sufficient educational knowledge to answer the questions related to the study area.

4.1.4 Location of the Project of the Respondents

Figure 6: Education Level of the Respondents

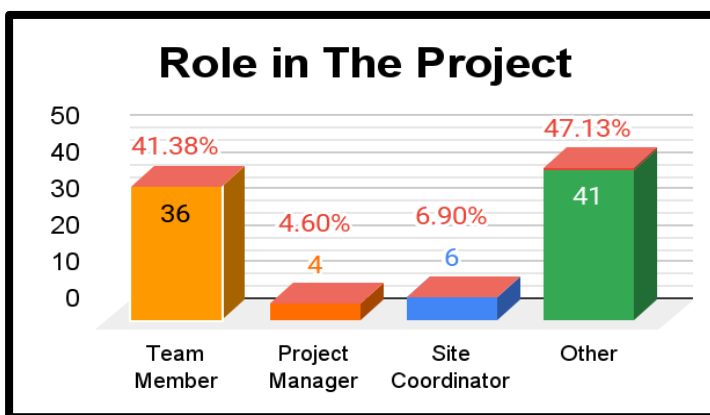


Source: Own Survey data (2023)

The current project of the respondents was asked and the analysis was done using percentages and frequencies. The majority of the respondents, 24.14% (n=21) were working on the Awash project, followed by 20.69% (n=18) on Afar 17.24% (n=15) on the Selale project, 16.28% (n=14) on the Guder project, and 13.95% (n=12) on the Selale project. This shows that the response rate from each stratum was fairly good with a response rate of 81%.

4.1.5 Respondents' Role in the Project

Figure 7: Respondents' Role in Project



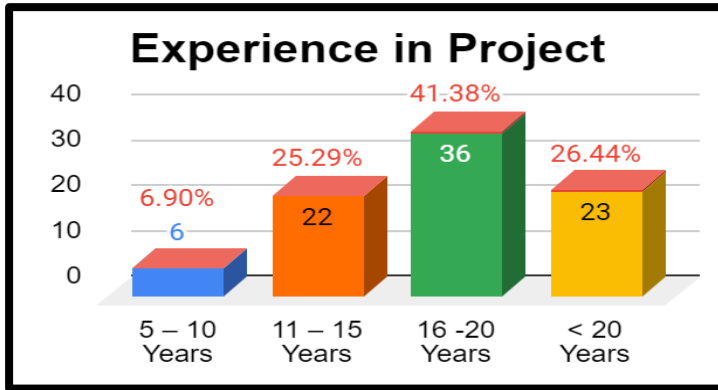
Source: Own Survey data (2023)

The survey asked the participants about their po role in the project and of the participants, 47.13% (n=41) were others, 41.38% (n=36) were team members, and 4.6% (n=4) and 6.9

(n=6) were project managers and site coordinators respectively. This implies that the respondents have enough knowledge to clearly understand the questions and answer it.

4.1.6 Experience of the Respondents

Figure 8: Experience of the Respondents'



Source: Own Survey data (2023)

Project experience was analyzed using frequencies and percentages.(41.38%, n=36) had 16-20 years of experience, 26.44% (n=23) had more than 20 years, and the rest had 11-15 years (25.29%, n=22) or 5-10 years (6.90%, n=6). This suggests that the majority (16-20 years) have enough experience working on construction and can understand the study terms.

4.2 Correlation Analysis

4.3.1 Relationship between the variables

Table 4.1 Summary of means, standard deviations and correlations of management communication, communication channel, communication methods, Barriers and Project success.

Variables	Mean	Std. Deviation	Correlation Matrix				
			Effect of MC	Barriers	Project success	Communication channel	Communication Method
Effect of Management communication	4.0586	.51483	1	.810**	.392**	.497**	.293**
Barriers	3.9726	.65367	.810**	1	.335**	.384**	.266**
Project Success	4.0451	.65290	.392**	.335**	1	.952**	.984**
Communication channel	4.0937	.58321	.497**	.384**	.952**	1	.933**
Communication Method	4.1131	.70319	.293**	.266**	.984**	.933**	1

Source: Own Survey data (2023)

**Correlation is significant at the 0.01 level (2-tailed).

A summary of the communication scores from 87 participants is presented in Table 4.2. Communication method had the highest mean score (Mean = 4.1131, S.D. = 0.70319), indicating that it was the most influential factor, followed by communication channel (Mean = 4.0937, S. D. = 0.58321), effect of management communication (Mean=4.0586, S.D=0.51483), a. Barriers had the lowest mean score (Mean = 3.9726, S.D 0.65367). Table 4.2 also shows that there was a positive correlation between project success and communication method, communication channel, effect of management communication, and barriers.

This study aimed to assess how management communication affected the project team members' perception of project success in Alson Fromsa construction. The evaluation was done using the following criteria.

4.3.2 The significance of project management communication in Alson Fromsa construction

Table 4.2 Summary of response on project team members perception on significance of project management communication in a project.

	Project teams' response					Mean	Std. Dev	Rank
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
Communication has impact on time, cost and quality	0	1	2	22	62	4.65	.597	1
Communication improves teamwork	2	4	5	26	50	4.36	.936	2
Language is essential for effective for communication	1	4	6	28	48	4.34	.902	3
Information is disseminated timely	1	2	13	30	41	4.27	.839	4
Communication clarifies project goals and creates collaboration	2	4	20	33	28	3.94	.957	5
Lines of communication are kept open at all times	1	6	21	38	21	3.85	.900	6

Source: Own Survey data (2023)

Team members were asked how well they understood the importance of communication in Alson. According to Table 4.2, the top three factors that were considered most significant for the projects were the effect of communication on cost, time and quality, communication to enhance team work, and language as a key element for effective communication. The next three factors that ranked fourth, fifth and sixth were information sharing, communication to clarify goals, and openness of communication channels.

4.3.3 Effect of management communication in Alson Fromsa construction

Table 4.3 Summary of response on effect of project management communication on project success.

	Project teams' response					Mean	Std. Dev	Rank
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
Reasonably detailed level of information was delivered to stakeholders	0	2	8	36	41	4.33	.757	1
Required resources was assigned for communication execution	2	4	11	23	47	4.25	.982	2
The format that information was delivered was clear	0	5	17	33	22	3.48	.899	3
Project stakeholders' communication requirements were clearly defined	0	4	20	40	23	3.94	.832	4
Methods of transfer for each piece of information were clear to project team members.	2	4	21	30	30	3.94	.998	5
Timing and frequency of delivering information was	2	4	21	30	30	3.94	.998	5

adequate								
Required information was delivered to stakeholders	1	6	21	37	22	3.84	.912	6
There was a system of updating and changing the communication plan	0	4	25	36	22	3.87	.851	7
Proper documentation of names of people responsible for data distribution was maintained	1	6	21	38	21	4.33	.900	7
The purpose of communicating this information was defined and clear	1	13	14	40	19	3.72	.998	8
List of people and groups who receive project information was properly documented	1	13	14	39	20	3.74	.998	8

Source: Own Survey data (2023)

Table 4.3 shows that effect of management communication in Alson Fromsa construction. On defining project stakeholder communication requirement, participants responded 46% (agreed), 26.3% (strongly agreed), 4.59% (disagreed) and 23% (neutral). Regarding delivering required information to stakeholders, participants responded 41.37% (agreed) and 25.28% (strongly agreed) while 4.59% (disagreed), and 28.73% (neutral) respectively. Delivering reasonable detail level of information, participants responded 41.37.3% (Agreed) and 57.12 % (Strongly agreed) whereas 2.29% and 9.19 respondents disagreed and neutral respectively while none of them strongly disagreed. Assigning required resource for communication; participants responded 54.02 % (Strongly agreed), 26.43% agreed, 4.59% (disagreed), 2.29% (strongly disagree) and 12.64 (neutral).

To examines the various communication methods and tools that project managers employ in Alson Fromsa construction.

4.3.4 Communication method used in Alson Fromsa Construction

Table 4.4 Project teams' perception of predominantly used communication method

	Project teams' response					Mean	Std. Dev	Rank
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
Oral	1	2	11	23	50	4.37	.855	1
Electronic	1	2	9	41	34	4.21	.758	2
Visual	1	2	11	44	29	4.13	.774	3
Written	2	4	20	32	29	3.94	.957	4
Non-verbal	1	5	19	41	21	3.87	.902	5

Source: Own Survey data (2023)

According to Table 4.4, the main communication methods used in the projects are oral, electronic and visual are stood 1st, 2nd and 3rd respectively. Written and non-verbal communications are ranked fourth and fifth, respectively. Oral communication is considered extremely important by 57.71% (50) of the respondents. Non-verbal communication is the least used or not mainly used method of communication in the projects of Alson Fromsa construction. Consequently, we can conclude that, oral, electronic and visual means of combinations are the most common way of communication used by Alson Fromsa construction team members.

4.3.5 Pattern or channel of Management communication in Alson Fromsa construction

Table 4.5 Project teams' perception of pattern or channel of project communication

	Project teams' response					Mean	Std. Dev	Rank
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
Information flow from the lower level team member to the management of project.	1	3	11	23	49	4.33	.855	1
Information, ideas and opinions flow horizontally.	1	2	9	41	34	4.21	.758	2
Ideas of senior team members are taken into consideration in taking decision	1	2	11	44	29	4.13	.774	3
Every member is encouraged to communicate freely with all other member.	2	4	20	41	20	3.84	.902	4
Information flows from the project manager down the hierarchy to project teams.	1	6	19	39	22	3.86	.900	5

Source: Own Survey data (2023)

The main pattern of communication in Alson Fromsa construction is Bottom-Up information flow, which has a mean score of 4.33, according to Table 4.5 that summarizes the participant's perception of project communication. Next, Horizontal information flow has a mean score of 4.21 and ranks second. Senior team member ideas are considered third

with a mean score of 4.13 followed by freedom of communication among all team members with a mean score of 3.86 in fourth place. The least effective pattern of communication is top-down information flow with a mean score of 3.84. This implies that top-down information flow is not working well in Alson Fromsa construction; perhaps because of a lack of understanding of other areas or functions of projects.

The fourth research objective was to identify the factors that hindered effective communication on Alson Fromsa construction projects. The following section presents the results of this analysis.

4.3.6 Barriers to effective management communication in Alson Fromsa construction

Table 4.6. Project teams' perception of barriers to effective project communication

	Project teams' response					Mean	Std. Dev.	Rank
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
There is lack of trust among members of project team.	0	2	8	37	40	4.32	.757	1
Lines of communication in the project are short and well established.	1	5	20	33	28	3.94	.957	2
Selective perception is a barrier to effective communication.	2	4	21	30	30	3.94	.998	3
Project managers are afraid to reveal difficulties, losses or other conditions that make them look weak.	2	4	21	30	30	3.94	.998	3
Differing frames of reference is a barrier to effective communication.	1	14	15	3	19	2.08	.998	4

Source: Own Survey data (2023)

According to Table 4.6, the main obstacle to effective communication was the absence of trust among project team members, with a mean score of 4.32. The second obstacle was the

inadequacy and quality of the communication lines in the project, which had a mean score of 3.94. The third obstacle was the selective perceptions and the lack of information disclosure by the project manager, which also had a mean score of 3.94. The fourth obstacle was the different frames of reference, with a mean score of 2.08. This result may indicate that having short and well established communication lines in a project does not necessarily ensure effective communication unless they are properly monitored with top management support.

4.4 Regression Analysis

This study used linear regression analyses to examine the relationship between management communications on project success. The independent variables were management communication plan, channel of communication, communication method and barriers of communication. The dependent variable was project success. This method helped to measure how strongly the independent variables were associated with the dependent variable.

4.5 Test for Normality of Residuals

The normality of regression residuals is one of the assumptions of linear regression. This assumption can be checked using various tests, such as the P-P plot. The P-P plot compares the percentiles of the observed residuals with the percentiles of a normal distribution. If the points on the P-P plot are close to the diagonal line, then the normality assumption is satisfied. This is the case for the P-P plot shown in Figure 3.

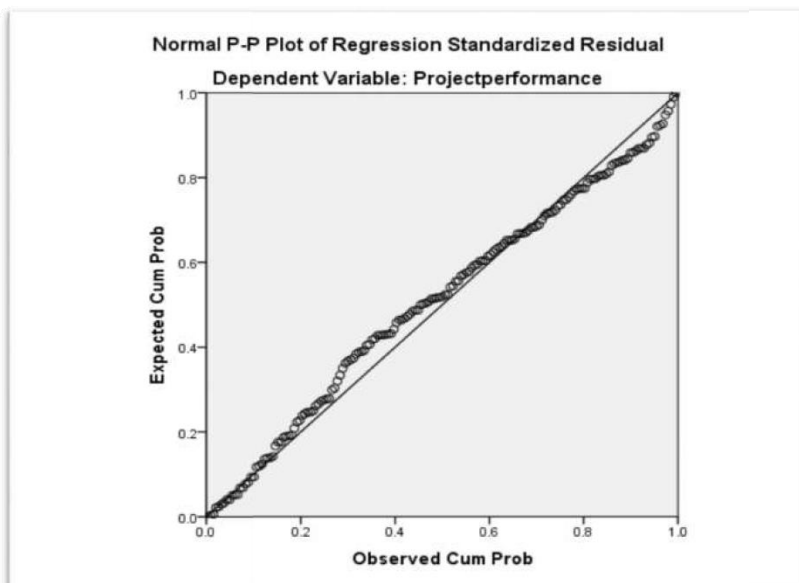


Figure 9: Normality test

4.6 Testing of Multicollinearity

Table 4.7 (a) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.181	.060		-3.022	.003		
Effect of MC	.130	.029	.103	4.541	.000	.212	4.708
Communication	.112	.044	.100	2.522	.013	.198	5.050
Barriers	-.016	.018	-.016	-.884	.378	.317	3.153
Method	.803	.033	.865	24.028	.000	.136	7.352

a. Dependent Variable: Project success

One way to measure the relationship between predictor variables is multicollinearity. Multicollinearity reduces the significance of the best coefficients. This study used variance inflation factor (VIF) to assess the multicollinearity among explanatory variables. A variable with a VIF value above 10 might need further investigation. Table 4.7 shows that the VIF of the beta coefficients were below ten, indicating that multicollinearity was not a major issue in this study.

4.7 Testing of Autocorrelation

Table 4.7 (b) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 ^a	.982	.981	.08970	1.826

a. Predictors: (Constant), Method, Barriers, Effect of MC, Communication

b. Dependent Variable: Project success

The Durbin-Watson test statistic (d) was used to check if the residuals from a simple linear regression had any linear autocorrelation. The test statistic ranges from 0 to 4, with values close to 2 indicating no autocorrelation. The obtained DW statistic was 1.826, which is within the acceptable range of 1.5 to 2.5. This implies that the residuals were independent of each other.

4.7.1 Relationship Among study variables

The effect of management communication, Communication Method, Barriers of communication, and Communication channels on Project success was examined using regression analysis. The results are shown in Table 4.9 below.

Table 4.8 (a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.F Change
	.991 ^a	.982	.981	.08970	.982	2262.034	4	170	.000

Redactors: (Constant), Communication Method, Barriers of communication, PMC plan, Communication channel.

Project success is largely influenced by four factors: how the project team communicates, what obstacles hinder their communication, how they manage their communication plan, and what kind of channels of communication they use. These four factors account for 98.2% of the variation in project outcomes.

Table 4.8 (b) Analysis of Variance, ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	72.805	4	18.201	2262.034	.000
Residual	1.368	170	.008		
Total	74.173	174			

- a. Dependent Variable: Project success
- b. Predictors: (Constant), Method, Barriers, Effect of MC, Communication

As shown in Table 4.8 (b), models 1 has a high F-statistic, which means that the model is statistically significant ($p\text{-value } 0.000 < 0.01$). This suggests that communication Method, Barriers, Effect of MC, and Communication channel variables can be kept in the regression equation to jointly explain variation in success of the projects based on the regression analysis.

Table 4.8 (c) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.181	.060		-3.022	.003
Effect of MC	.130	.029	.103	4.541	.000
Communication	.112	.044	.100	2.522	.013
Barriers	-.016	.018	-.016	-.884	.378
Method	.803	.033	.865	24.028	.000

- a. Dependent Variable: Project success

According to Table 4.8 (c), project success is positively influenced by communication management, communication channel and communication methods, with coefficients of ($\beta=0.130$), ($\beta=0.112$), and ($\beta=0.803$) respectively. On the other hand, project success is negatively affected by barriers, with a coefficient of ($\beta=-0.16$).

According to the coefficient effect of project Management communication ($\beta=0.130$), project success will increase by 13% for every unit increase in effect of project

communication management. This variable ($t=4.541$) has a statistically significant impact on project success, as shown by its p-value ($0.000 < 0.05$). Similarly, the coefficient of communication channel ($\beta=0.112$) indicates that a unit increase in communication channel will result in an 11.2% increase in project success. This variable ($t=2.522$) also has a statistically significant effect on project success, as indicated by its p-value ($0.013 < 0.05$).

According to the communication method coefficient ($\beta=0.803$), project success will increase by 80.3% for every unit increase in communication method. The communication method variable has a positive and statistically significant effect on project success ($t=24.028$, $P\text{-value}=0.000 < 0.05$).

The project success decreases by 16% for every unit increase in communication barrier, as shown by the coefficient of communication barrier ($\beta=-0.16$). The t-statistic for this variable ($t=-0.884$) indicates that the influence of project communication barrier on project success is statistically significant (i.e. $P\text{-value}=0.378 > 0.05$).

According to the results of an explanatory study, project success is positively and significantly affected by both the effect of project management communication and the communication method, with the latter having a higher impact than the former (i.e., Effect of PMC, communication channel, and Barriers). The communication channel also has a positive and significant effect on project success. On the other hand, project success is negatively and significantly influenced by barriers to communication.

The aim of this research was to examine how project communication and project success are related in Alson Fromsa construction. The following tests were conducted for this purpose.

4.7.2 Relationship Among management communication and project Success

Table 4.9 (a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.392	.154	.149	.60233	.154	31.444	1	173	.000

a. Predictors: (Constant), Effect of PMC

The data in Table 4.9 (a) shows that Project success is not strongly influenced by Effect of project communication management, which accounts for only 14.9% of the total variation.

Table 4.9 (b) Analysis of Variance ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.408	1	11.408	31.444	.000
	Residual	62.765	173	.363		
	Total	74.173	174			

a. Dependent Variable: Project success

b. Predictors: (Constant), effect PMC

The model 1 F-statistic is high as shown in Table 4.9 (b), which means the model is statistically significant (p-value $0.000 < 0.01$). This indicates that the data support the inclusion of effect of MC variable in the regression equation to explain variation in success of projects.

Table 4.9 (C) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.318	.108		-2.955	.004
1 Communication	1.066	.026	.952	40.937	.000

a. Dependent Variable: Project success

According to Table 4.9 (C), project success will increase by 106% for every unit increase in communication channel ($\beta=1.066$). This means that communication channel has a significant impact on project success, as shown by the t-statistic of 40.937 and the p-value of 0.000, which is less than 0.05 (James, 2021).

4.7.3 Relationship among Communication Method and Project Success

Table 4.10 (a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.984	.969	.969	.11585	.969	5353.247	1	173	.000

- a. Predictors: (Constant), Communication Method

As shown in Table 4.10(a), a project success is mostly determined by Communication method, with a variation of 96.9%.

Table 4.10 (b) Analysis of Variance ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.851	1	71.851	5353.247	.000
	Residual	2.322	173	.013		
	Total	74.173	174			

- a. Dependent Variable: Project success
 b. Predictors: (Constant), Communication Method

The p-value of model 1 is very low (0.000), which means that the F-statistic is large and the model is statistically significant ($p\text{-value } 0.000 < 0.01$). This suggests that the data support the inclusion of Communication method variable in the regression equation to account for variation in projects success based on regression analysis.

Table 4.10 (C) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.286	.052		5.496	.000
1	.914	.012		73.166	.000
Method			.984		

a. Dependent Variable: Project success

According to Table 4.10(C), project success will increase by 91.4% for every unit increase in communication method ($\beta=91.4$). This indicates that the communication method has a significant impact on project success ($t=73.166$, $p\text{-value}=0.000 < 0.05$).

4.7.4 Relationship among Barriers to Communication and Project Success

Table 4.11 (a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.335 ^a	.112	.107	.61689	.112	21.907	1	173	.000

a. Predictors: (Constant), Barriers

According to Table 4.11(a) Communication barriers only explains 10.7% variation in Project success.

Table 4.11 (b) Analysis of Variance ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.337	1	8.337	21.907	.000
	Residual	65.836	173	.381		
	Total	74.173	174			

a. Dependent Variable: Project success

b. Predictors: (Constant), Barriers

The F-statistic for model 1 in Table 4.11(b) is high, which means the model is statistically significant ($p\text{-value } 0.000 < 0.01$). This suggests that the barrier variable is an important factor in the regression equation to account for the variation in the project's success, according to the regression analysis of the data.

Table 4.11 (C) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	2.715	.288		9.426	.000
1 Barriers	.335	.072	.335	4.681	.000

a. Dependent Variable: Project success

According to Table 4.11(C), project success decreases by 33.5% for every unit increase in barrier ($\beta=0.335$). This shows that barrier has a significant impact on project success, as indicated by the t-statistic ($t=4.681$) and the p-value ($p\text{-value}=0.000<0.05$).

4.7.5 Summary of regression made for each variables relationship among project success

Table 4.12 Summary of regression of variables

Variables	Beta	Adjusted R square	Sig.	Rank
Communication Method	1.066	0.906	.000	1
Communication channel	0.914	0.969	.000	2
effect of MC	0.497	0.149	.000	3
Barrier	0.335	0.107	.000	4

Table 4.12 shows the magnitude and sign of each of β coefficients as well as R-square for each of the models.

The project success is influenced by communication method, communication channel, effect of project communication management, and barrier. According to table 4.12, communication method has the strongest positive effect ($\beta=1.066$, p-value $0.000 < 0.01$), meaning that improving communication method by one unit will increase project success by 106.6%. Communication channel also has a significant positive effect ($\beta=0.914$, p-value $0.000 < 0.01$), increasing project success by 91.4% for each unit of improvement. Effect of project management communication has a moderate positive effect ($\beta=0.497$, p-value $0.000 < 0.01$), increasing project success by 49.7% for each unit of improvement. Barrier has a negative effect ($\beta=0.335$, p-value $0.000 < 0.01$), decreasing project success by 33.5% for each unit of increase.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

The aim of this research was to examine how project communication is valued by project professionals, the communication method and channels they use, and the relationship between management communication and project success in Alson Fromsa Construction. The research also sought to identify the factors that create communication barriers in project management within Alson Fromsa Construction. This chapter provides conclusions based on the findings of the study and offers relevant recommendations for future research.

5.1 Conclusion

The data analysis shows that communication plays a vital role in the success of Alson Fromsa constructions projects. The result reveals that the company's internal and external communication, communication channel and process, management communication effect and communication barriers have a significant impact on the company's project outcomes. The main conclusions of the study related to research objectives are summarized below.

The project communication is valued by the project team members, as indicated by their response.

- The most common communication methods in Alson Fromsa construction are oral, electronic and visual, rather than written and non-verbal. The main communication flow pattern is bottom-up, meaning that information goes from lower to higher levels of the organization. Horizontal or lateral communication, which occurs among peers or colleagues at the same level, is also used.
- The results of the descriptive research showed that project success is statistically and positively affected by the implementation of management communication.
- According to Alson Fromsa construction, the main obstacle to effective communication among project team members is the absence of trust. Other barriers that rank second and third are biased perception and short communication lines.

5.2 Recommendation

The researcher's recommendations, which are derived from the study's findings and implications, can enhance the company management's communication skills and contribute to the company's project outcomes. As a result, As a result of these study findings, the researcher put forward the following recommendations:

- To improve the project outcome, it is important to communicate effectively with the project team members. This means explaining the reason and the goal of sharing the information, and organizing meetings or seminars to discuss the project progress and challenges.
- The analysis also revealed that Alson Fromsa construction should improve its communication channel or media selection and process (how project information is generated, collected, quickly disseminated, and stored) for its project activities. The research recommends the following to address this issue:
 - Provide practical training and workshops for project staffs on how to choose an appropriate communication channel based on the type of communication.
 - Creating short and well established communication lines in a project which is highly monitored by top management is essential for Alson Fromsa construction
- A possible way to improve the communication method is to have frequent meetings where the stakeholders can exchange and explore ideas. This would foster collaboration and understanding among them.
- To communicate effectively, it is important to overcome any obstacles that may hinder the message. One way to do this is to review and update the existing communication channels to ensure they are clear and efficient. Another way is to foster trust among the employees by creating opportunities for informal conversations where they can share their views, information and feedback. This can help improve the mood and the relationships within the team.
- To enhance employee performance, it is advisable to facilitate the flow of information from the top level to the lower level of the organization. This can be done by using various means of communication that suit different contexts and purposes.

5.3 Recommendations for Further Research

The researcher has conducted a research on the effect of management communication on project success, a case of Alson Fromsa construction. The following areas need more research: How project communication affects project outcomes; how management influences project performance; The study results and each research question show only a weak relationship between management communication and project success in Alson Fromsa construction.

The aim of this study is to investigate how management communication and the relationship between project outcomes and success, communication channel, communication method and barriers influence project communication and project success in the case of Alson Fromsa construction. However, this relationship may be mediated, moderated or intervened by other factors.

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APPENDIX 1: SURVEY QUESTIONNAIRE



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDENTS

SCHOOL OF BUSINESS

THE EFFECT OF MANAGEMENT COMMUNICATION ON PROJECT SUCCESS: A CASE STUDY OF ALSON FROMSA CONSTRUCTION

Greetings, Participants:

I am Merhawi Tsegay, a Project Management MA student at St. Mary's University School of Business. For my MA project work, I am conducting a case study on Alson Fromsa construction to examine the impact of management communication on project success. I would appreciate your participation in this research study by filling out the enclosed questionnaire. The data you provide will be used solely for academic purposes and will be treated as confidential. Please do not include your name. Also, I kindly ask you to answer the questions as truthfully as possible and return the completed questionnaires. Your time is precious, so please complete the questionnaire in a few minutes.

Thank you very much for your cooperation and support in my academic pursuits.

DEMOGRAPHIC PROFILES OF RESPONDENTS

Please answer the following questions about yourself and your involvement in the project.

1. How old are you?

20-30 years old 30-40 years old 40-50 years old Over 50 years old

2. What is your gender?

Male B) Female

3. What is your highest level of education?

Less than Diploma Diploma Bachelor's degree Master's degree

Doctorate Degree

4. In which project are you working?

Selale University Water Supply Project Selale G+7 Prosperity Party Office

Ambo Polytechnic College Project Guder 2nd River Bridge Project

Middle Awash Classroom Project Afar Ditch works

5. What is your role in the project?

Team member Project manager Site Coordinor others

6. How many years of experience do you have in project work?

1-5 years 6-10 years 11-15 years 16-20 y More than 20
years

Effect project communication management

To evaluate your communication skills in your project, please select the number that matches your level of agreement with this statement:

1=strongly disagree 2=disagree 3 = neutral 4=agree 5=strongly agree

S. N	Items	1	2	3	4	5
1	The way operatives talk to each other is crucial for successful for interaction.					
2	Workplace communication makes project objectives clear and promotes teamwork.					
3	Information is shared in a timely manner					
4	The way we communicate affects how we manage time, budget, and standards.					
5	Communication channels are always open.					
6	Teamwork is enhanced by communication.					
7	The requirements for communicating with project stakeholders were specified.					
8	The stakeholders received the necessary information.					
9	The way the information was presented was understandable and clear.					
10	The stakeholders received a level of information that was sufficiently comprehensive and specific.					
11	The information was provided at appropriate					

	intervals and in sufficient amounts.					
12	The names of the individuals who distributed the data were documented appropriately.					
13	The individuals and entities that received project updates and results were properly identified and recorded in the project documentation.					
14	Project staffs understood how to communicate each information item.					
15	Communication execution was allocated the necessary resources.					
16	Periodic revisions and modifications were applied to the communications plan.					
17	There was a system of updating and changing the communications plan.					

Channel of Communication

Pick the number that best reflects your agreement and disagreement with the following based on the communication flow in your project.

1=strongly disagree 2=disagree 3 = neutral 4=agree 5=strongly agree

S. N	Items	1	2	3	4	5
1	The project manager communicates information to the project teams through the hierarchical structure.					
2	Opinions, ideas, and information are horizontally distributed.					

3	The project management receives information from the staff at the lower level.					
4	The opinions of the senior staff are considered in decision-making.					
5	Open dialogue among all members is promoted.					

Communication Methods Used

Consider the most important and frequent communication methods in your current project and rate your agreement with the statements using the numbers provided.

1=strongly disagree 2=disagree 3 = neutral 4=agree 5=strongly agree

S. N	Items	1	2	3	4	5
1	electronic means of communication					
2	written form of communication					
3	An oral form of communication					
4	A form of nonverbal communication					
5	Non-verbal communication method					

Barriers to Communication

For your project, identify the factors that hinder good communication and rate them according to the following scale.

1=strongly disagree 2=disagree 3 = neutral 4=agree 5=strongly agree

S. N	Item	1	2	3	4	5
1	The project has clear and concise communication channels.					

2	Members of the project staff don't trust each other.					
3	Project managers are reluctant to admit setbacks, losses, or other circumstances that can make them appear frail.					
4	Effective communication can be hindered by the different perspectives of the staff.					

PROJECT Success

Consider how well your project performed and select the number that reflects your opinion about the following.

1=strongly disagree 2=disagree 3 = neutral 4=agree 5=strongly agree

S. N	Item	1	2	3	4	5
1	This project was completed within the time frame that was established before it began.					
2	According to our current speed, we are on track to finish this project on time.					
3	We have obtained the necessary resources without any issue and thus we expect no hindrance in completing the project on time.					
4	The project's current level matches the budget amount of expenditure so far.					
5	The project has enough financial resources to operate because the money is handled efficiently.					
6	A qualified team conducts the project's Monitoring and Evaluation.					

7	According to the project's progress and expenses, the original budget of 60 will suffice to finish the project.					
8	Project monitoring and evaluation are done on a regular basis.					
9	The company's management staff independently monitors and evaluates without any interference from the contractor's staff.					
10	better project performance results from the efficiency of management effects.					

Once again thank you in advance for your honest cooperation!!