



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND  
ECONOMICS SCHOOL OF COMMERCE  
PROJECT MANAGEMENT DEPARTMENT**

**The Role of Project Communication Management on Success of a Project:  
The Case of PATH Ethiopia Early Child Development Project**

**By**

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**A Research Project Work Submitted for the Partial Fulfillment of Master of  
Art Degree in Project Management/MAPM/**

**Advisor: Bahran Asrat (PhD)**

**June, 2022**

**Addis Ababa, Ethiopia**

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## DECLARATION OF CANDIDATE

I, Samrawit Kassahun Fentie hereby declare that this research project work entitled The Role of Project Communication Management on Success of a project: The Case of PATH Early Child Development Project is my own paper work and that it has not been submitted before anywhere either at Masters level or Undergraduate for any award. Any information used from other works has been acknowledged.

By: Samrawit Kassahun

Date: -----

Signature: -----

## STATEMENT OF CERTIFICATION

This is to certify that Samrawit Kassahun has carried out this research project work on the topic entitled “The Role of Project Communication Management on Success of a Project: The Case of PATH Early Child development Project under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project Management.

Bahran Asrat (PHD)

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Addis Ababa University School of Graduate Studies

This is to Certify that the project work prepared by Samrawit Kassahun, entitled: The role of project communication management for success of a project: The case of PATH Ethiopia Early child development project submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Project Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## Table of Contents

List of Table.....	iii
List of Figures.....	iv
List of Appendices.....	v
Acronyms.....	vi
Abstract	vii
Chapter One.....	1
1. Introduction.....	1
1.1. Background of the study.....	1
1.2. Statement of the problem.....	3
1.3. Research questions.....	4
1.4. Objectives of the study.....	4
1.4.1. General objectives of the study.....	4
1.4.2. Specific objectives of the study.....	4
1.5. Significance of the study.....	4
1.6. Scope of the study.....	5
1.7. Potential limitations of the study.....	5
1.8. Organization of the study.....	5
Chapter Two: Literature review.....	7
2. Introduction.....	7
2.1. Theoretical Review.....	7
2.1.1. Projects and communication.....	7
2.1.2. Types of communication in projects.....	8
2.1.3. Project communication management Framework.....	9
2.1.4. Seven ‘C’s of communication.....	12
2.1.5. Project Communication Methods.....	13
2.1.6. Measures of project Success.....	16
2.1.7. Significance of effective communication management for project success.....	16
2.1.8. Feedback System in humanitarian organizations.....	18
2.1.9. Project communication in humanitarian projects.....	19
2.1.10. Poor project communication management.....	21
2.1.11. Barriers of effective project communication.....	21
2.1.12. Communication and stakeholders.....	22
2.2. Empirical Review.....	22
2.3. Summary of empirical review.....	24
2.4. Conceptual framework.....	25
Chapter Three.....	26
3. Research Methodology.....	26
3.1. Introduction.....	26
3.2. Research Approach.....	26
3.3. Research Design.....	26
3.4. Description of study area.....	27
3.5. Target population.....	28

3.6.	Sampling Technique .....	28
3.7.	Sample size determination .....	29
3.8.	Data collection instruments and Source of data .....	29
3.9.	Data analysis technique.....	30
3.10.	Validity and Reliability .....	30
3.11.	Ethical Consideration.....	31
Chapter Four .....		32
4.	Data Analysis and Interpretation.....	32
4.1	Demographic information of the respondents.....	32
4.2	Descriptive statistics .....	35
4.2.1	Project communication management framework.....	35
4.2.2	Communication methods .....	36
4.2.3	Types of communication.....	37
4.2.4	Stakeholders management.....	38
4.2.5	Feedback system .....	39
4.2.6	Project success .....	40
4.3	Correlation analysis.....	43
4.4	Regression analysis.....	44
4.4.1	Diagonal tests.....	44
4.4.1.1.	Normality test.....	44
4.4.2.	Linear regression analysis .....	45
4.4.3.	Analysis and presentation of qualitative data.....	47
Chapter Five.....		54
5.	Summary Conclusions and Recommendations .....	54
5.1.	Summary of findings.....	54
5.2.	Conclusion .....	55
5.3.	Recommendation .....	55
5.4.	Research limitation and areas of future Research .....	56
5.4.1.	Limitations of the study .....	56
5.4.2.	Areas of future research .....	57
Appendices.....		58
<i>Reference</i> .....		65

## List of Table

Table 3.1: Cronbach’s alpha reliability test result-----	30
Table 4.1: Socio- demographic profile of respondents-----	32
Table 4.2: Summary of respondents on project communication framework-----	35
Table 4.3: Summary of respondents on methods of communication-----	36
Table 4.4: Summary of respondents on types of communication-----	37
Table 4.5: Summary of respondents on stakeholder management-----	38
Table 4.6: Summary of respondents on feedback system-----	39
Table 4.7: Summary of respondents on project success-----	39
Table 4.8: Correlation analysis-----	43
Table 4.9: Model summary of all variables-----	45
Table 4.10: Analysis of variance -----	45
Table 4.11: Coefficient calculation-----	46

## List of Figures

Figure 1: Upward and downward communication-----	8
Figure 2: project communication management over view-----	12
Figure 3: The 7 C's of communication-----	13
Figure 4: A closed feedback loop-----	19
Figure 5: Nurturing care diagram for ECD-----	20
Figure 6: Conceptual model of the study-----	25
Figure 7: Rating the project going according to the schedule-----	40
Figure 8: Rating of the organization giving special attention to providing quality service-----	41
Figure 9: Rating the proper definition and presentation of scope-----	41
Figure 10: Rating of the budget consumption of the project -----	42
Figure 11: Rating the efficiency of the project communication system of the organization-----	42
Figure 12: Normality Test-----	44

## List of Appendices

Appendix I-----	58
Appendix II-----	62

## **Acronyms**

**NGO** Non-governmental organization

**PMI** Project management Institute

**ECD** Early childhood development

**MNCHS** Mother and child health specialist

**AAHB** Addis Ababa health bureau

**FMOH** Federal ministry of health

**PMBOK** Project management body of knowledge

**SPSS** Statistical Package for Social Sciences

## **Abstract**

*Previous studies have proved the significance of project communication management for the success of a project. This study focused on the practice of project communication management in PATH Ethiopia ECD project. The objectives of this study was to identify which project communication management method is employed by PATH that supports project success, to analyze how stakeholders involve in the communication system, to investigate if the organization utilizes feedback system and to investigate how poor project communication management hinders success of a project in Early child development project of PATH Ethiopia. Explanatory as well as descriptive research design and mixed approach was adopted. Out of 74 sample size, 69 respondents responded which accounts 93.24% response rate. Questionnaires were used to collect primary data from team members and project participants and open ended interview questions were used to collect data from key informants. Qualitative data analysis was done using SPSS 25 .The findings of the study shows that the project communication management framework, communication methods, types of communication, stakeholder management and feedback system had statistically positive significance on project success. The study therefore recommends that, integrating an effective project communication management plan and strengthening the feedback system of the project, avoiding factors that causes poor communication, creating a strong line of communication and building trust among project participants which in turn have an effect on the success rate of projects is encouraged.*

*Key words: Project Success, Communication management, Social development projects, Nurturing care, early child development*



## **Chapter One**

### **1. Introduction**

This chapter includes a brief background of the study, a statement of the problem, study objectives, research questions, and significance as well as the scope, organization of the study and definition of key terms.

#### **1.1. Background of the study**

According to PMI (project management institute), Project is a temporary endeavor which has a definite beginning and an end; run by a collaborative effort of different professionals and its output is based on the interaction of its stakeholders. It's a set of activities aiming at achieving specific goals within a set time frame and budget (European commission, 2004). Project success is a very broad concept and many factors contribute to it and one of those factors is project communication management.

Project is considered to be successful if it meets the requirements and perform accordingly to get success (Ivars Avots, 1969) and the major constraints of a project are cost, time and quality. For the sake of this research project, communication management is described as a set of processes that guarantee the appropriate messages are sent, received, and understood by the appropriate persons. (Project communication manual, 2007) the project communication management methods establish the essential relationships between people and information for effective communication.

(Ezezue, 2008) the term communication means to share; in the process of sharing, one should be able to participate and co-operate this makes communication a social activity. We say communication is taking place when there is a common understanding resulting from either verbal or non-verbal signs (Ivancerich, 1984).

Ineffective communication in an organization may result in discontent, insecurity and anxiety; these can lead to poor productivity of employees and decreases the performance rate which intern affects the success of a project. Therefore, it's necessary for an organization to create an effective line of communication. A manager's ability to communicate effectively determines how well he can achieve company objectives (Herich, 2008). The reality is that many organizations

still don't grasp what communication is or how important it is to project success (Nnamseh, 2009).

Even if the concept communication seems simple, it has the power to build or destroy an organization. The expectations and opinions of various stakeholders, as well as when the valuation is established, are all important factors in determining project success (de Wit, 1988). Communication planning and implementation are critical to project success (Tech Republic, 2000). As communication management is one of project management practice supporting the success of projects, the interaction of stakeholders and the correct transfer of information drives through the phases of a project just like the other project management practices.

Like any other project oriented organization, projects executed under NGOs exhibit project characteristics and the project management practices rules them. Integrating the perceptions of stakeholders and transferring relevant and appropriate information is important. The involvement of expertise in science, health, economics, technology, advocacy and dozens of other specialties widens the circle of communication and that initiates the need for further investigation of the communication culture and its contribution to the success of projects.

(Carole Chapelier, 2014) the role and importance of effective communication within humanitarian organizations have grown significantly in recent years, driven by the proliferation of accountability initiatives within the humanitarian sector and the changing role of social development organizations as providers of humanitarian support. Good quality communication in social development projects is essential to ensure efficiency and effectiveness of the result and meet the intended objective of the project. Success in relation to project communication is reviewed through different factors having the main constraints of a project as intermediate influencers.

Factors affecting the success of a project might vary in different situation. So, this study is planned to identify project communication management as one factor that affects the success of projects in the context of PATH Ethiopia. By identifying the role of communication management for success of a project this study will provide a very good insight for further research in humanitarian projects.

## **1.2. Statement of the problem**

Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration within the work environment that has effects on organizational performance and decision making (Mukelabai M. Mushek, 2021). Projects fail due to many reasons and one of them is communication problem, (Goatham, 2014) for a sustainable development of a project, conveying the right message for stakeholders is important but most projects face problems related to that. Communication clarifies project tasks, creates teamwork and gets all stakeholders involved in the running of the project (Ssenyange, 2011). The issues that social development programs encounter result in an unsatisfactory condition for aid recipients (Head-Reeves, & Schreiner, 2008). And also since it involves communicating with different people with different background, the level and type of communication requires due attention.

Information distribution involves making needed information available to project stakeholders in a timely manner (A Guide to Project Management Body of knowledge, 2000). Absence of a well-articulated and developed communication management system in organizations hinders the success rate of projects as there is contempt in processing and retrieving relevant amount of information timely. (Joan Benson, 2021), Connecting with donors requires communication and engagement that makes an impact. It requires demonstrating the impact their funds have made. As NGOs rely on funding sources to drive their mission forward, it requires communicating with donors and funders on a real level. That can be done when the right information is transferred without the lack transparency and reliability of the once that run the project.

The study area project communication management is not a new area, it has been widely studied in different countries but less focus has been put on humanitarian projects in local context and specifically at PATH Ethiopia and there are still a lot of projects who fail to meet there objectives.

Furthermore, the subject chosen for this study is one that seeks attention since it entails dealing with nurturing children who are accountable for a country's future fate. This study deals with the role of project communication in a project organization and examines how PATH project stakeholders communicate with internal and external environments.

### **1.3. Research questions**

The following are the major research questions;

- Which project communication management method is utilized by PATH that supports project success?
- How do stakeholders involve in the communication system at PATH Ethiopia?
- How does the organization utilize feedback system?
- How inadequate project communication management does hinder a project's success in PATH Ethiopia?

### **1.4. Objectives of the study**

#### **1.4.1. General objectives of the study**

The general objective of the study is to assess the role of project communication management for the success of a project: In the case of PATH Ethiopia ECD Project.

#### **1.4.2. Specific objectives of the study**

- To identify which project communication management method is employed by PATH that supports project success
- To analyze how stakeholders involve in the communication system at PATH Ethiopia
- To investigate how the organization utilizes feedback system
- To investigate how inadequate project communication management hinders success of a project in PATH Ethiopia

### **1.5. Significance of the study**

The study has both theoretical and practical significances. Practically the study can be helpful in providing assessment on the contribution of the use of proper project communication management system so as to implement it in the upcoming projects that PATH Ethiopia is going to engage in and facilitate the future success of projects. The study helps to address practical problems in the sector and provide insight on the importance of project communication management. Theoretically, it has significance to the researchers in this area. The study will also serve as a local source of literature for further studies on project communication management in

humanitarian projects. The study inspires further researchers on the area to research as it's not exhaustive. All this will lead to the main aim which is filling the gap that poor communication management creates and strive to support success rate of projects. The study may help parties understand where the gap lays and strive for improvement by letting the stakeholders be aware of situations in advance.

### **1.6.Scope of the study**

This study is delimited area-wise, methodologically, by time frame, conceptually as well as in terms of participants. Conceptually it is focused on identifying the role of project communication management on the success of a project in PATH Ethiopia early child development (ECD) project: nurturing care for children. Area wise it's delimited in health centers in Addis Ababa across the 11 sub cities. In terms of participants, PATH ECD team members, representatives from AAHB, MOH and the Donor organization that works in collaboration with PATH and, health service providers from 11 health centers are involved up to the date that the research is conducted. The study will center on the above specified organization. It is only concentrated on assessing the role of project communication management for success of a project in PATH based on the pre-defined project management knowledge areas. The details of the findings of the study will be limited by this scope.

### **1.7.Potential limitations of the study**

This study does not cover institutions other than PATH; it is limited to PATH Ethiopia's ECD projects communication management area only. Additionally, this study is conducted on PATH's project which is found in Addis Ababa therefore, the generalization of the study result may not apply for projects out of Addis Ababa since their present circumstance is different.

### **1.8.Organization of the study**

The study is going to be organized in five chapters. Chapter one will include background of the study, statement of the problem, research questions, research objectives, significance of the study, scope of the study, limitations of the study, organization of the study and definition of key terms. Chapter two will present review of related literature. Chapter three will contain the research methodologies of the study. Chapter four will demonstrate the data analysis and

interpretation section of the study. Chapter five will exhibit summary of findings, conclusions and recommendations of the study. Finally, declaration, certification, approval, acknowledgment, list of tables and figures, acronyms, abstract, references, appendices, and other relevant documents are going to be attached.

### **Definition of key terms**

The following are terms which are used in the study and the definitions which are stated here are in the context of the study.

### **Project communication management**

Project communication management is one of the ten key knowledge areas in the PMBOK (Project Management Book of Knowledge) which implies collection of processes that help make sure the right messages are sent, received, and understood by the right people.

### **Project success**

According to PMI, Project success is on time, within budget, to specification” completion of projects; success of the product produced; or success in achieving the objectives of the project.

### **Social development Projects**

The simple view is that social development always means some form of change of society. This change would be either in a form of “a physical reality or a state of mind in which society is able to obtain a better life through some combination of social, economic and institutional processes” (Thirlwall, 2006).

### **Nurturing care**

Nurturing care means giving young children opportunities for early learning through interactions that are responsive and emotionally supportive. It refers to providing the five domains needed for children to develop adequately: good health, adequate nutrition, safety and security, responsive care giving and, opportunity early learning. (World Health Organization 2018)

### **Early child development**

Early childhood development is defined as the period from conception up to school entry. It is a unique window of opportunity for children’s cognitive, social, emotional and physical development, which occurs as the result of the interaction between the environment and the child (Shonkoff, Jack P., et al., 2012).

## **Chapter Two: Literature review**

### **2. Introduction**

This chapter contains theoretical literature on relationship of projects and communication, its effect on project success related to humanitarian projects, empirical reviews of different researches and journals on the study area, summery of the empirical reviews and elaborates some of research gaps.

#### **2.1. Theoretical Review**

##### **2.1.1. Projects and communication**

(Al-Mayahi, Hala, Ismail, 2017) Communication is the heart of implemented projects where project managers consume 90% of their time communicating with project participants. It's confirmed that communication is a must whenever humans are involved.

Basically, the exchange of information between persons is characterized as communication (Luiten and Tolman 1997). Every human contact between various sections of the discourse is built on communication, which gives meaning and stability to the actions that are carried out. To begin, the dictionary defines communication as the process of conveying and exchanging ideas, perspectives, or information by speech, writing, or signals (Folland 1983). It is the expression of ideas and the exchange of knowledge, skills, experience, and information (Skills You Need).

Every human interaction and every community are built on the foundation of communication. It is the process of exchanging information between individuals using a common set of symbols (Holzman & Globerson, 2003). Communication is a critical and important component of every organization, and it is required for fostering cooperation in the workplace, which has an impact on organizational performance and decision-making (Mukelabai M. Mushek 2021). Communication in an organization is used to transfer information to their audience about the organizations' mission and vision, policies, and procedures, tasks and duties, and various activities within the company (Farmer, slater, & Wright, 1998). Even if the concept communication seems simple, it has the power to build or destroy an organization.

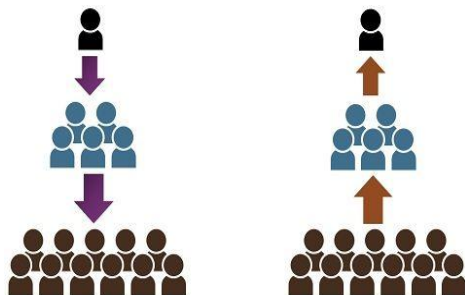
### 2.1.2. Types of communication in projects

Bart Kelly, (2021) there are four types of communication in project management, and each has different purposes. The different types of communication that apply when working on projects are;

1. Project perspective
2. Organizational Perspective
3. Formality Perspective
4. Channel Perspective

Internal and external communications are two types of communication that fall into the category of Project perspective when viewed from the angle of the project. Internal communication usually refers to an exchange of information between individuals who are currently on a project. External communications refer to the flow of information between project teams and critical stakeholders not directly affected by the project. This may take part in executives, CEOs, other functions or tasks, the press, or internal and external clients. However, this communication is typically more formalistic and regulated compared to internal communication.

The other type is organizational perspective. This communication type is divided in to three distinct categories as vertical, horizontal and diagonal. Vertical communication is the process of interaction between individuals who work at different hierarchical levels in an organization which can be upward or downward communication.



**Figure 1: Upward and downward communication**

**Source: Surbhi S (2017)**

On the other hand horizontal communication is when people who work at the same level in an organization communicate with each other like the communication between coworkers and

peers. The communication can be daily scrum meetings or stand-up, to coordinate what tasks will be accomplished. The other form of organizational communication is diagonal. It is the communication between people in different functional departments or divisions within an organization. This type is helpful for project managers to understand their underlying processes and apply their knowledge when coordinating their discussions. An example can be when a project manager who controls the development of a certain task can communicate with other teams to know how they deal with similar problems with their work. The other one is formality perspective; formality wise, communication is split between informal and formal communication. Informal communications include informal chat, tweets, and Facebook posts. These are typically identical with internal communication. However, the bulk of this conversation is usually basic and unrefined. Reports, press releases, and presentations to important stakeholders all fall into formal communications category. These communications are frequently considerably more well-produced and planned due to the audience they are typically intended for. Channel perspective likewise, project managers need to think through how to deliver their message carefully. In this view the message will be transmitted. There are some common ways of communicating on how you can display a message and adopt factors which you need to consider when deciding what channel.

### **2.1.3. Project communication management Framework**

PMI project management institute (2013), communication management is one of the essential constituent of project management that describes the important processes of proper planning, collecting, distribute and retrieve project information among the project participants to effectively communicate. Proper communication management schemes must be adopted to set the path for accurate distribution and sharing of the project information. According to (Helena Ledmyr, 2020), too often forgotten but important parts of project management is communication management. When managing projects, we will likely have to collaborate with people within and outside of our department. Learning how to negotiate our relationships with collaborators and develop relationships among team members can boost team spirit and, as a result, productivity. It is critical to keep stakeholders informed about project plans and progress and to enable conversation among them. According to (Caltrans, 2007), communication management processes help to approach a key connection between the involved individuals and the needed information

for successful communication. (Ahuja and Priyadarshini, 2015), illustrated project communication management as a useful tool that assists the development of proper project communication plan which is an effective way of disseminating information and documentation of project records for future needs.

There are three primary project communication management processes PMBOK (project management book of knowledge). These are plan communications management, manage project communication implication and, monitor project communication.

### **How to create a project communication management plan**

Project managers need to clearly plan how they will manage communications across their projects. This is done by creating a project communication management plan. When creating a plan, project managers should follow these five steps PMBOK (project management book of knowledge):

1. **Deciding objectives-** The question asked is what the purpose of communication is. We may use some communication tools for awareness, such as a status report. Others may require action, such as requiring a sponsor to authorize spending or a customer to approve project testing.
2. **Determining audience-** The question asked is who the stakeholders of the project are. It involves making an extensive list of everyone involved. Consider anyone impacted by the project or who influences its success. This list should include team members, sponsors, customers, and other interested parties.
3. **Writing message-** The question asked is what the message for each type of communication will be. This is the actual content that will be shared. Key components to be communicated include scope, schedule, budget, objectives, risks, and deliverables.
4. **Choosing channel-** The questions asked are how the message will be delivered and will it be a formal report emailed out to all stakeholders or will it be an informal verbal debrief during a team meeting.
5. **Set a timeline-**When will you deliver your message? Do your stakeholders require weekly or monthly reports? Is there a deadline to meet? Consider varying time zones and employee schedules here.

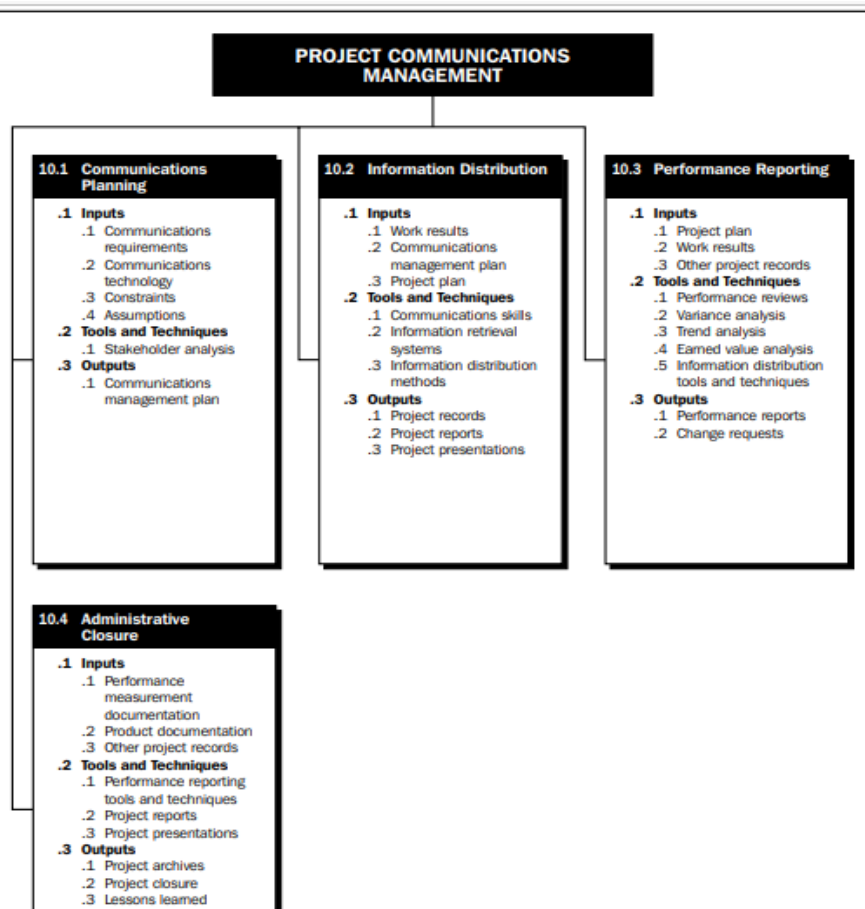
Project communication management plan should be detailed enough to lay out why messages are sent, who we are sending it to, what specific information will be sent, how we are going to send it, and when. Involving stakeholders in the creation of this plan and understanding their communication preferences and expectations is important. If over-communicating happens they may stop paying attention. But, if there is under-communication, it can lead to misunderstandings and issues. The golden rule here is that, to be a good communicator, being a good listener is vital. It may seem obvious, but a Harvard Business Review point out that listening is an overlooked leadership tool. Pay attention to all the factors and take every opinion into account before creating a project communication management plan.

### **Manage project communication implication**

Once the project communication management plan has been created and approved, it's the project manager's job to ensure it's carried out successfully. This means the plan needs to be reviewed and updated on a regular basis to reflect any changes to the project or its stakeholders. The project manager also has to manage the execution of the project communication management plan. This includes (1) collection and analysis of data (2) creation of messages for communication (3) transmission or distribution of communications (4) storage of any communication reports, files, or documents (5) retrieval of any stored communications (6) disposal of any old communications upon project closure or a set date.

### **Monitor project communication**

The PMBOK sixth edition revised this procedure, which was formerly known as 'control communications'. Regardless of the new label, the technique remains the same. It entails keeping track of and managing project communications throughout its entire lifespan. This might involve confirming communications were sent as anticipated, they were received by the right stakeholders, messages were comprehended and, any relevant feedback was shared to the project participants. The technique and frequency of monitoring should all be included in the project communication management strategy.

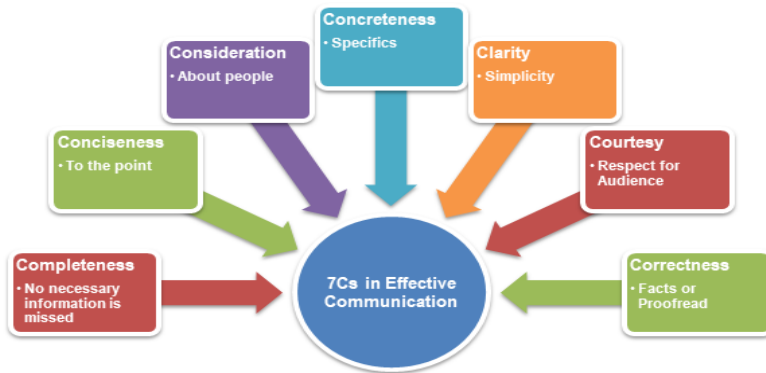


**Figure 2: Project communication management overview**

Source: (PMBOK guide, 2000)

### 2.1.4. Seven ‘C’s of communication

(Sadaf khan, 2021), the exchange of ideas, views, words, expressions, gestures etc. all comes under the definition of communication. Every aspect of life necessitates the use of communication. As a result, it must be efficient in order to save time and effort while achieving the desired results. The concept 7Cs of communication was first provided by Cutlip and Center in their book “Effective public relations.” 7 C's of Communication" is a well-known list that can serve as a checklist which can help to improve professional communication skills and upsurge the likelihood that messages will be received exactly as intended. The following is the original list; (1) Completeness (2) Conciseness (3) Consideration (4) Concreteness (5) Courtesy (6) Clearness (7) Correctness.



**Figure 3: 7 Cs of communication**

**Source: (Sadaf Khan, 2021)**

The 7Cs of communication are the ideologies that explain how to communicate effectively so that the intended audience understands the message. Sadaf further elaborates the 7Cs as; Completeness is when the sender has sent all relevant information after analyzing the recipient's mindset and ensuring that no necessary information is missed during communication. Conciseness means getting to the point with precise set of words. Consideration referred to a communication in which the benefit of the recipients is given due consideration by respecting the recipient's mental perception and awareness. The term "concreteness" refers to the specifics of interactions that are carried out with precision. Clarity is using simple, easy and precise sets of words for communication. Understanding the mentality and feeling of the receipts of information and using polite words to communicate is courtesy. The last but not the list one among the 7Cs is correctness; it refers to the factual accuracy of words used in communication.

### **2.1.5. Project Communication Methods**

(Vain Claire, 2021), many individuals primarily think about verbal communication when they think of communication. They may not realize that this is only one part of communication. There are several ways to communicate. The most well-known kind of communication, verbal communication, can be employed in a variety of ways. This can involve one-on-one or group communication. It can happen in person, over the phone, through video conferencing, or by voicemail. Television, social media, and news sources all utilize it. When we communicate with people via the spoken word, we are referring to verbal communication. This can be done in person, over the phone, or through video conference with another person or group of people. It is

normally the preferred means of communication; but, due to time limits or people's locations, it is not always feasible. Verbal communication might be a more informal procedure, such as informally conversing with a friend, or a more formal process, such as a work meeting, interview, conference, lecture, or oral presentation. The effectiveness of oral communication is determined by the receiver's receptiveness, the pace, loudness, and pitch of the words, and the clarity of speech. A good verbal communication competence is required in the job. Speech communication is a quick and easy approach to convey information with others.

The other mode of communication is non-verbal communication. Facial expressions, body language, hand gestures, and head nodding are utilized in conjunction with verbal communication. It helps with verbal communication by assisting with visual clues and body language. Nonverbal communication aids in gaining an understanding of how others are feeling and thinking. According to the (Encyclopedia of Language and Linguistics, 2006), nonverbal communication is adequate to make requests and direct attention, but information sharing such as remarks and question-asking may rely on language development and may be an incentive for it. Facial expressions, eye contact, hand motions, touch, and posture are all examples of nonverbal communication. Verbal communication is generally reinforced by these elements. Except when a person is employing sign language, nonverbal communication is rarely employed without verbal communication. Body posture, eye contact, facial expressions, touch, and general body motions and voice tone are all examples of physical nonverbal communication. All nonverbal communication aids in the transmission of a message to the person or individuals with whom speaking is taking place. Facial expressions are one of the most significant components of nonverbal communication since they may tell a lot about how the other person is feeling. The manner something is said is also part of nonverbal communication. This includes speaking style, tone, pitch, and voice quality. This is referred to as paralanguage. Being an affective communicator entails paying attention to voice tone, facial expressions, and body language in addition to the words in use. Listening which is the other method is defined by (Kamelia Gulam, 2018) as, it is the ability to accurately receive and interpret messages in the communication process. One of the most crucial aspects of communication is active listening. Active listening may fully engage those who are talking. Not listening during a conversation or a team meeting, for example, inhibits responding appropriately. When or where there is no chance to interact, it might be tough to sit and listen for lengthy periods of time. This might be in the form of a lecture

or a training session. In these situations, some people prefer to record the session if it is permitted. The other way to communicate is through written communication. A Written Communication means the sending of messages, orders or instructions in writing through letters, circulars, manuals, legal documents, reports, telegrams, office memos, emails, bulletins, social media etc. It is a more formal and less flexible mode of communication. A well-kept written document becomes a permanent record for future reference. Written communication should seek to convey information clearly and concisely. Too much written information that is redundant or unneeded will likely distract the reader's attention and will not effectively convey the messenger's message. The effectiveness of written communication is determined by the writing style, grammar, vocabulary, and clarity. Written communication is important when specific instructions are required or when someone is too far away or unavailable to speak with. Email communication is handy since it eliminates the need to wait for someone to become available or try to coordinate schedules. They may send the email whenever they choose, and they can read and react when they have time. When considering how to communicate in writing, keep in mind that in the digital era, a piece of writing is likely to stay visible for a long time after it has been created. It's crucial to check that the spelling and punctuation are right, and that the author is satisfied with the material. It is critical to be able to communicate in writing in the work place. This might be addressed to coworkers, managers, or customers. In order to succeed in business, you must be able to communicate effectively in writing. Written communication also confirms the existence of a dialogue. This might be because to a worry about something, or it could simply be a request for feedback or notification of a work that has been finished.

Visual communication is also an alternative to the approaches mentioned above. Visual aids can be used to facilitate visual communication. Drawing, graphic design, illustration, color, typography, signage, and other electronic resources are examples of this. Visual communication, such as graphs and charts, may supplement written communication and, in certain cases, totally replace it. It has the potential to be more powerful than both verbal and nonverbal communication in conveying a message. Because of technological advancements, visual communication is now lot easier and more diversified. This implies that visual communication might be far more imaginative. It's all around us, whether it's on TV, social media, or in commercial efforts. Advertisers utilize it to offer things or communicate with us. (Burke &

Barron, 2012) states that on the project, written communication should be encouraged because it prevents misunderstandings and forgetfulness. Gestures can account for more than half of all communication. Because both the speaker and the listener are involved in the communication process, listening skills are an important part of project leadership.

### **2.1.6. Measures of project Success**

The project objectives are the most appropriate success criteria; the degree to which these objectives have been met determines the success or failure of a project. The success criteria for project management efforts are usually limited to cost, time, quality/performance and scope (Anton de Wit, 1988). (Pereira & Takagi, 2022) understanding and evaluating project success is critical in project management because it allows those working on a project to assess whether its implementation is progressing as planned, exceeds expectations, or threatens to fail, allowing them to make necessary adjustments to achieve better results. According to Hassan Osman, Cisco's Project Management Office Director, measuring project success is critical because it determines a project's true effectiveness. The success factors are usually determined by the project's initial objectives. To assist a project to meet its objectives, communication is a major element; without communication, a project cannot be successful (Aastha Shaw, 2022).

(Kate Eby, 2021) success of a project can be measured by reviewing the scope of the project, evaluate the project specifications, analyze the project budget, reviewing client satisfaction, reviewing internal growth and team satisfaction. (Mladen Radujkovic, 2017) on the paper project management success factors stated that project success factors have three distinct categories; those are, elements of project management competencies like technical and behavioral competencies of the project manager and project team members, elements of organization that include structure, culture, atmosphere and organization competence, elements of project management methodologies, method, tools and techniques like software, tools, information communication technology support tools.

### **2.1.7. Significance of effective communication management for project success**

(Burke & Barron, 2012) the art of effective communication is striking a balance between the value of information provided and the cost and time required to collect, process, and disseminate

it. Burke, Barron also states that, one of the project manager's most important leadership skills is effective communication. Effective project leadership is built on the ability to communicate effectively, both verbally and in writing. The capacity of a project to fulfill its technical goals while keeping within the three scope, time, and cost restrictions; the project's usefulness as evaluated by stakeholders, funders, and the project team; and the project's performance are all variables that contribute to its success (Kerzner, 2003). Many researchers have proven that communication plays an important role in projects, and that good communication is an important determinant in project success (Zulch, 2014). The Project Management Institute found that ineffective communication has a detrimental influence on project performance (PMI). More than half of the time; ineffective communications had a negative influence on project success. "High-performing businesses (those that finish 80% or more of projects on time, on budget, and on time) produce formal communications plans for nearly twice as many projects as their lower-performing counterparts (those that complete less than 60% of projects on time, on budget, and on time)" (Coreworx, 2017).

(Han & Jung, 2014), Effective communication management within virtual project teams is critical and a core ability that, when effectively done, connects all members of a project team so that they may collaborate to meet the project's goals. Project results may be jeopardized if communication is not managed successfully and completely understood by Project Managers. For every business or organization to prosper, effective communication is critical. It saves time and money by equipping stakeholders with the tools they need to succeed and be satisfied. (Muama, Thomas, 2012). It appears plausible to assume that a lack of good communication is one of the greatest constraining forces to organizational performance (Sandvik-Lutgen, 2010). Due to a lack of effective communication between management and workers, there has been a major breakdown in the workplace, resulting in a decline in productivity (Campbell Serlange, 2020).

According to (J. Rodney Turner, 1999) Project Success Criteria are elements of the project or its management that can be influenced to increase the chance of achieving a successful outcome. The reverse, downsides are management mistakes which increase the chance of failure. There are two components of project success; the first one is a success criterion which implies the dependent variables by which the successful outcome of the project is judged, the second one is success factors which is the independent variables which will influence the successful

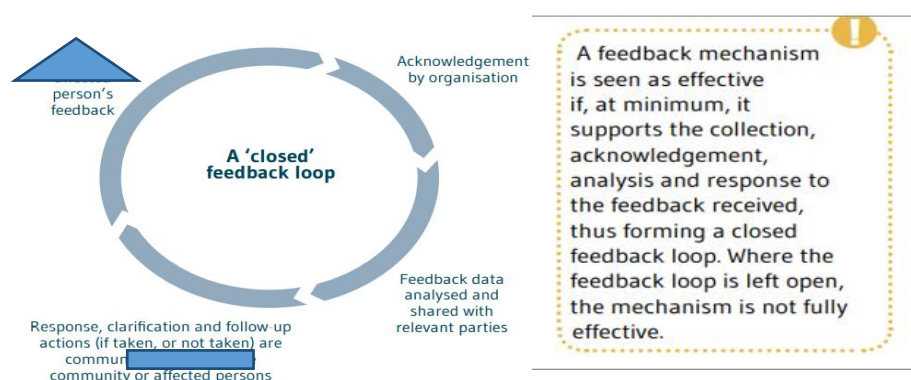
achievement of the success criteria. In order for a project to be successful, agreement must be reached on the success criteria with all the key stakeholders. This is a necessary condition for project success, not a sufficient condition. Effective communication is essential for maintaining the support and commitment of all stakeholders in the process of building and maintaining relationships. On a regular, planned basis, using appropriate communication vehicles such as project meetings, project plans and reports, informal discussions, and formal presentations strengthens the relationship with stakeholders, which is critical to project success (Bourne, 2006).

### **2.1.8. Feedback System in humanitarian organizations**

(Richard Nordquist , 2019) Feedback is a reaction from the receiver that offers the communicator an indication of how the message is being received and whether it needs to be updated in the communication process. Bartol & Martin states that, the part of the receiver's response communicated back to the sender is called feedback. Actually it is the amount of response of the receiver that reaches to the sender. Positive feedback does not indicate 'good and negative input does not imply 'poor.' Negative feedback suggests that you should stop doing what you're doing or switch to something different. Positive reinforcement drives you to accomplish more, which may spiral out of control. According to (Regie Routman , 2014), learning how to offer appropriate feedback is as vital as learning any subject matter we teach yet, one of the most difficult aspects of teaching and learning is providing effective feedback. (Read, Write, Lead, 2014). The single biggest problem in communication is the illusion that it has taken place (George Bernard, 2018). (Bonino, 2014) a feedback system in humanitarian organizations is a collection of processes and instruments that have been formally developed and are used to allow humanitarian aid recipients to contribute information on their experiences with a particular organization or the larger humanitarian system. (Clarke Knox, 2014), Information is collected through a feedback mechanism in order to:

- improve some aspects of the humanitarian response
- increase accountability towards impacted populations
- serve as a tool for monitoring practice and,
- generate information for decision-making

According to (INTRAC, 2020), NGOs and donors are increasingly emphasizing the importance of beneficiaries' opinions being heard. A variety of beneficiary feedback systems must be created in order to collect and utilize beneficiary opinions and ideas to improve project outcomes. A platform that allows for a continuous cycle of engagement between those receiving and those administering aid-funded treatments is required, as is the establishment of a structured feedback system.



**Figure 4: A closed feedback loop**

*Source: adopted from (Bonino, F. with Jean, I. and P. Knox Clarke, 2014)*

### **2.1.9. Project communication in humanitarian projects**

(Monchari, Esther, 2019), Non-governmental organizations with a humanitarian mission must be proactive in their communication. The function of communication in non-profits is to disseminate information, tell stories, defend the brand's reputation, and participate in discussions that motivate others to join their organization in achieving its goals. (Moke & Dijkzeul, 2005), Humanitarian organizations encounter a number of specific communication issues that most commercial and other non-profit organizations do not. To distinguish itself a humanitarian organization must;

- Explain its humanitarian principles and core beliefs, as well as its objectives and activities, in order to differentiate it's self from other humanitarian organizations and “good” causes. In this respect, different humanitarian organizations may stress varying secular principles and religious beliefs;
- Raise funds from government donors, the general public, foundations, and other sources;
- Communicate its objectives, post job openings, recruit volunteers, and publicize the results of its humanitarian efforts;

- Raise awareness of both loud and quiet humanitarian crises, as well as larger advocacy efforts on issues such as small weapons regulation and poverty alleviation;
- Create opportunities to influence donor nations and ruling elites, as well as to act independently of them; and
- Explain the organization's ideals and operations to locals to build support minimize opposition, and, perhaps, lower the risk of armed assaults.

Moke & Dijkzeul further stated that, understanding the many interpretations of humanitarian principles is critical for humanitarian organizations, as it will aid in the development of a strategic approach to public communication at headquarters and in the field. It's become harder to describe the complexities of humanitarian crises, much alone explain the names of the numerous parties engaged, such as warlords, militias, peacekeeping troops, local population groups, and humanitarian organizations. In this difficult environment, where humanitarian and non-humanitarian actors compete for media and donor attention, it is critical for humanitarian groups to have a consistent and credible communication strategy.

**PATH's ECD Model** PATH has a three-part model for integrating ECD prioritizing country leadership and communication assistance as a humanitarian organization. It works to ensure that strong, supportive policies drive the scale-up of nurturing care for ECD within health systems by developing the communication system. (1) It works with governments to build an enabling policy environment, ensuring ECD is included in policies, guidelines, training curricula, and government work plans and budgets. Hence, it requires the employment of effective communication methods with government (2) it works with countries to integrate ECD into health systems by focusing on health workers and service providers. Hence, it demands the practice of efficient communication methods worldwide. (3) It builds the evidence base for sustainably integrating ECD into health policies and programs in the countries that need it most.



**Figure 5: Nurturing care for ECD**

*Source: (WHO, 2018)*

### **2.1.10. Poor project communication management**

(Khan Hani , 2021), when there is a discrepancy between what is said and what is heard in the workplace, whether between coworkers or between an employee and management it is thought that poor workplace communication is taking place. When the individual being communicated with misunderstands what you're talking to them, the understanding between two people is not mutual. (Coreworx, 2017), one-third of the time, poor communication results in project failure. Although progress has been made to increase formality, management still views communication as something that simply happens as part of routine project management chores. They utilize simple and generic means like email and/or spreadsheets. However, without a well-thought-out communication strategy and tools to store and govern project information and communications, many businesses waste a significant amount of money on every project they seek to complete. (Hani khan, 2021), Causes of poor communication includes; Poor leadership, unclear objectives, limited feedback, demoralized employees and, cultural diversity in the workplace.

According to (Thomas Muema, 2012), poor communication in the workplace is a severe problem that may be costly to a business. The consequences can be disastrous for all those concerned. Loss of business, clients, products, goods, and services, staff turnover, loss of productivity, absenteeism, sabotage, injury and accidents, sick leave, and so on are some of the outcomes.

### **2.1.11. Barriers of effective project communication**

According to (Fox, 2001) barriers of communication that often interfere within a project are classified into four categories;

- Verbal
- Environmental
- Interpersonal and
- Emotional reactions

As a result, this classification is utilized to identify communication impediments. Speaking quickly, using slang, and not paying attention are all examples of linguistic obstacles to communication. Noise, diversity, and interruptions are examples of environmental obstacles. Language gaps and incorrect assumptions are interpersonal obstacles, whereas emotional reactions communicative barriers include wrath and embarrassment.

Late reply, various terminologies utilized, and a lack of language skills are all examples of verbal communication difficulties, according to (Casey & Richardson, 2008). Interpersonal hurdles include a lack of interpersonal relationships and insufficient feedback, as well as a lack of mutual trust. According to the authors, there are no environmental restrictions. Verbal impediments, according to (Dinsmore & Cabanis Brown, 2014), include no review prior to answer, communication tone, and a lack of feedback.

### **2.1.12. Communication and stakeholders**

(Oyvind Ihlen, 2013), it is important to remember that it is not possible to not communicate with stakeholders, since silence can also be seen as a form of communication. Communication with stakeholders has an ethical potential and it is necessary to ensure stakeholder participation. The stakeholder concept points out those organizations' have important relations to their social environment, relations that have both ethical and strategic implications. The success of the organization is dependent on how it relates to key groups, such as customers, employees, unions, suppliers, communities, politicians, and owners. Normative stakeholder theory also argues that managers must keep the support of stakeholder groups, and that the organization should be the place where stakeholder interests are maximized over time (Freeman, et al., 2010). (Helena laymar, 2020), Communication to and among stakeholders can be done in various ways. It's useful to inquire with parties about their preferred channel. Regardless of which channel we use, we need to be proactive and ensure regular communication with stakeholders providing any relevant updates about the project and when communicating the science of our project, considering who our target group is as well as the communication modes (how we present the information) and channels we will use to reach them is crucial. The modality and channel we choose will depend on our target group.

## **2.2. Empirical Review**

This section presents literature of researches and journals' related to the study area. A lot of studies have highlighted and concluded how important communication is for success of a project in different eras.

In a research conducted at Makerere University Business School by ( Alex Magezi, Ernest Abaho, John Bosco Kakooza , 2021) on Effective Project Communication and Successful

Consortia Engagements ,through a cross sectional survey, and qualitative and explanatory approach concluded that, ineffectiveness in communication, poor project communication planning, poor project information distribution, poor project progress reporting and falling below reporting standards and more limit and reduce the successfulness of a project. Organizations are therefore recommended to ensure implementation of effective project communication to endorse project success.

(kasimu Ssenyange Yusuf N. Katerega, 2017) on their study on project communication as a dimension for project performance improvement, describes how project communication clarifies project task and enables stakeholders to be wholly involved in project. They collected data through cross sectional survey and a correlation design was adopted. The result revealed that there is a positive relationship between project communication and project performance which leads to success of a project and it can serve as a good predictor of success of a project. They concluded that this can provide understanding to project managers that they need to put much emphasize on awareness and information flow to all stakeholders for them to realize project success. Similarly the study findings revealed communication as a fundamental explainer for project success, and clearly citing information flow and awareness as a good dimension for success. The study also concluded that ensuring efficient flow of information to all stakeholders without any barriers and training project participants in communication skills facilitates project success.

In a study undertaken by (Ulla Alatalo, 2012) at HAMK University of applied science in Communication Strategy in Projects, states that communication and relationships can save or ruin a project and projects are all about communication. Project managers have the key responsibility to hold the lines in their hands to ensure operational excellence and generate stakeholders' contentment. The research used qualitative approach and interview was chosen to examine the different aspects of project environment and communication best practices.

(Zulch BC, 2014) in his study termed communication as the foundation of project management. It's concluded in the study as communication is needed to effectively communicate the areas of cost, scope, time, and quality. Communication is the function that integrates cost, scope and time to achieve a quality product and may be seen as having a foundation function to support all the

areas; the means that assist in achieving the cornerstone areas. Questionnaires were used as a data collection instrument and the results of the survey were compiled and analyzed.

On a study conducted by (Karolina Muszynska, 2015) on Communication management in project teams – practices and patterns at the University of Szczecin states how it has been widely observed many project fail or projects experience serious problems that result from improper communication management. The study concludes that ensuring proper and effective project communication it is not only a matter of preparing a communication plan, creating, collecting, distributing, storing project information, and identifying responsibilities for project team members and other project stakeholders, but also of having good personal contact with team members, developing positive relationships, and obeying fundamental rules of clear and positive communication.

White and Fortune in their empirical study on practices in project management created a list of critical success factors for a project and clear communication channels was the number six factor on the list. It is worth observing that number one factor, which was ‘clear goals or objectives’ is also strongly dependent on clear and precise communication (White & Fortune, 2002).

In another study on Project Management Practices and Critical Success Factors–A Developing Country Perspective by (Ofori, D. F., 2013), using exploratory approach found out that the critical factors that contribute to the success of a project include top management support, effective communication, clarity of project purpose and goals, and stakeholder involvement.

### **2.3. Summary of empirical review**

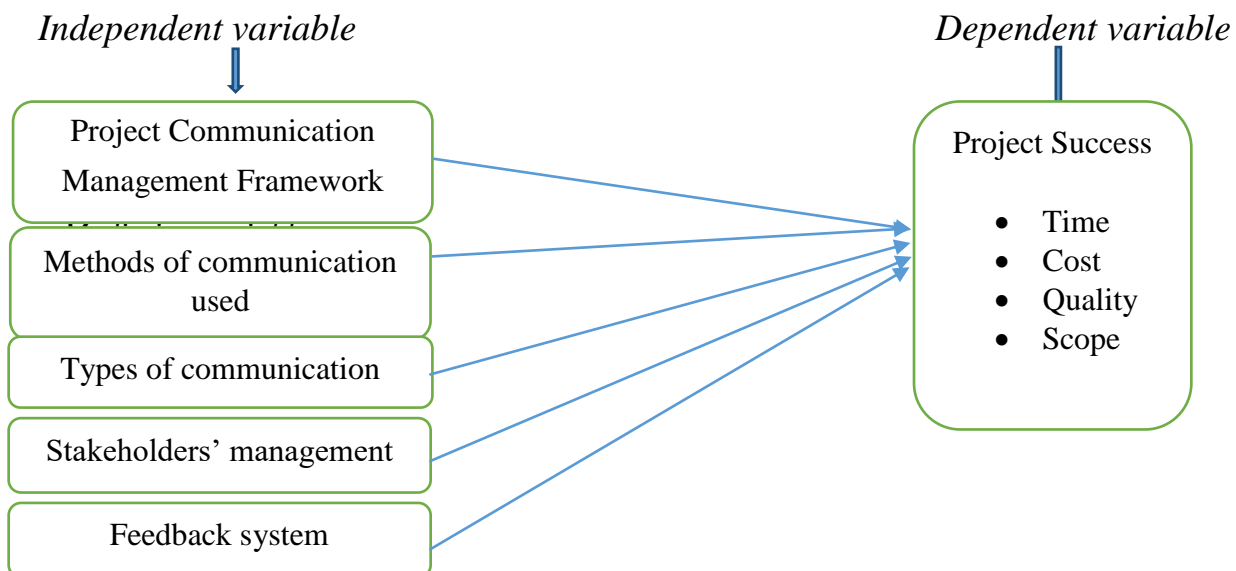
Most of the studies show that project communication has a great role for success of a project. The empirical review demonstrates that small number of researches have been conducted on the influence of project communication for success of a project on humanitarian projects in Ethiopian context. The research attempts to address the role of communication in projects and how it supports success of a project in humanitarian projects undertaken in local context at PATH Ethiopia and fill the gap.

## 2.4. Conceptual framework

(Bae Swaen, 2021), A conceptual framework is a written or visual representation of an expected relationship between variables. Variables are simply the characteristics or properties that we want to study. It illustrates what is expected to find through the research. It defines the relevant variables for the study and maps out how they might relate to each other.

This study targets to inspect the different methods and types of communication practiced by project team members in PATH Ethiopia humanitarian project to examine the connection between project communication management and project success in PATH Ethiopia humanitarian project by identifying how methods and types of communication, stakeholders management, project communication management planning and, feedback system affects the major constraints of project which are cost, time ,quality and scope which directly affects success of a project. The independent variables of the study are project communication management planning, Methods of communication and types of communication, stakeholders management and feedback system. The mediating variables are cost, quality, and time and scope whereas the dependent variable is Project success.

The conceptual framework of the study is illustrated as below



**Figure 6: Conceptual Model of the Study**

Source: self-developed from literatures (2022)

## **Chapter Three**

### **3. Research Methodology**

#### **3.1. Introduction**

This chapter presents the methodology used to conduct this study. It includes, description of study area, study's research design, sampling strategy, instrument of data collection, target population and data processing and analysis techniques. Besides, reliability, validity and ethical considerations are discussed.

#### **3.2. Research Approach**

This study applies mixed research approach. Mixed methods procedures, according to (Creswell, 2009), are those in which the researcher strives to elaborate or expand on the findings of one approach using another method. The ability to both explain and interpret results, complement the strengths or offset the weaknesses of a single design, and address a question or theoretical perspective at multiple levels and from various data sources are all reasons for using mixed methods. This allows for methodological triangulation to take place (Creswell, 2015). The qualitative approach is applied to get comprehensive information on project communication management practice and its role on project success and the quantitative approach is used to examine the connection between the dependent and independent variables.

#### **3.3. Research Design**

Research design refers to the overall strategy that is used to integrate the different components of the study in a coherent and logical way, thereby, ensuring effectively addressing the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. (Thochim, William M.K., 2006). (Bech hofer & Paterson, 2000) utters that a good research design gives the researcher confidence in the solidity of the conclusion drawn from the data. This study is a case study and it adopts explanatory as well as descriptive research design. (Tegan George, 2022), Explanatory research helps increase understanding of a given topic, ascertain how or why a particular phenomenon is occurring, and predict future occurrences. In this case it helps to clarify the association of project communication management and project success. The

descriptive part of the study efforts to describe the practice of project communication management in the context of PATH's ECD project. Causal research is employed as investigating patterns and trends in existing data that haven't been previously investigated is necessary. Causal can serve as a "cause and effect" analysis model.

### **3.4. Description of study area**

PATH is a global organization that works with different public institutions, businesses, social enterprises and investors. It is an international nonprofit organization that transforms global health through innovation. PATH takes an entrepreneurial approach to developing and delivering high-impact, low-cost solutions, from lifesaving vaccines and devices to collaborative programs with communities and, PATH work in more than 70 countries. It also works on the areas of maternal and child health, malaria, and immunization in selected regions of Ethiopia. It is an organization that works on public health by forming partnership across sectors and borders, with governments and philanthropists, nonprofits and private sectors for more than 40 years.

Among the projects of PATH, the one under the study is Nurturing care for early child development in selected health centers in Addis Ababa. The project Bruh Tesfa is deemed to demonstrate pathways to scale for nurturing care through engagement, leadership and systems strengthening. The project is organized in a way that facilitates its implementation through strong collaboration and coordination with existing government structures and community platforms.

The project commenced in November 2019 and it's implemented by an integrated collaboration of PATH with MOH and AAHB. The program aims at strengthening supportive health system and community engagement to support the integrated ECD service at health facility and community level. PATH supports and provides training and capacity building intervention for 11 health centers in Addis Ababa and, these centers have been providing the integrated ECD service. Ethiopia has been domesticating the Nurturing Care Framework to promote holistic child development. PATH has been funded by the Bainum Family Foundation to implement the project. The project support the federal ministry of health's efforts to strengthen the enabling policy environment for promoting child development through the health sector and strengthen supportive health system to ensure that children 0–3 years receive comprehensive nurturing care through health facilities (PATH almanac project profile, 2019).

PATH is implementing the project Early Childhood Development to promote nurturing care for Children from 0-3 years old. The ECD service is being provided in 11 selected health centers in Addis Ababa woreda and/or sub-city levels across the eleven sub cities. The project manager and project coordinator lead the overall management of the project and the implementation across the project health centers. 89 health care providers emerged from nurses, midwives, health extension workers are deployed across the project health centers. PATH's country director provides leadership and management support to the project. Furthermore, the project in the selected health centers is fully operational and it has been over two years since commencement.

### **3.5. Target population**

According to (Paul J. Iavarakas, 2008) the total collection of units for whom survey results will be utilized to form inferences is referred to as the target population. As a result, the target population identifies the units for whom the survey's findings are intended to be generalized.

The subjects of the study are project participants of project coordinator, project manager, ECD team members assisting the project from PATH and focal person of Bainum foundation which is the project's donor organization and health care providers with a direct linkage to the corresponding project. A total of 91 people are approached to participate in the questionnaire survey and since the project personnel are very few in number all that are included in the scope are comprised. Key respondents originated from the organization PATH and Bainum Foundation were engaged in a semi-structured interview.

### **3.6. Sampling Technique**

(Adam Hayes, 2021), when completing analysis or research on a group of entities with similar characteristics, To save time and money, an analyst may take on a more feasible approach by selecting a small group from the population. The samples from the organization are selected through census. (Surbhi.S, 2017), census refers to an approach in which the whole population is enumerated. The census method is also known as a complete enumeration survey method, and it is used to list all elements in a group. A census can provide detailed information on all or most aspects of the population, allowing totals for small population groups. The Census method is advantageous because it ensures accuracy because each and every unit of the population is examined before any research conclusions are drawn (Iavarakas, 2008). The sample of this

research project, which is related to communication activities, are selected using purposeful or judgmental sampling for respondents from the health care providers. This sampling method is used as it allows including only Members which are key informants on the topic under investigation, according to (Saunders, 2009). People whose jobs and responsibilities are considered to have direct relationship with the project or, that works closely in the project are chosen. The advantage of this method is that the participants are knowledgeable about the subject and can provide accurate information, which will aid in the study's goal of obtaining a representative sample of the population (Kindra Cherry, 2021).

### **3.7. Sample size determination**

Based on the assumption, the sample size for estimating a population proportion is from project team members of PATH and health care providers. The sample size is determined using sample size determination formal of (Yamana, 1967) presented as;

$$n = N / (1 + N(e^2))$$

Where n = sample size; N = population size; e = sampling error or level of precision (5%). 1 = constant .Therefore,

$$n = 91 / (1 + 91(0.05)^2), n \sim 74$$

### **3.8. Data collection instruments and Source of data**

In order to have a well- organized information about project communication management practice on ECD projects of PATH the researcher used both primary and secondary data sources. Primary sources provide raw information and first- hand evidence and it gives a direct access to the subject of the research (Raimo streefkerk, 2022). To collect primary data on the social development project conducted at PATH structured questionnaires which are forwarded either in person or through email and interview will be held. Responses to the survey questions are based on five-point Likert-scale ranging from “strongly disagree” to “strongly agree” in order to enable participants respond to each statement in terms of their own degree of agreement or disagreement. The study uses semi structured and open ended questions for interviews on five key informants originated from top level managers of PATH, ministry of health, Addis Ababa health bureau and the donor organization. Structured questions for questionnaires are used to

collect data from health service providers and project team members from the organization. And as for secondary data collection review of books, articles, journals, reviews and PATH's company record are utilized. Secondary sources provide second-hand information and commentary from other researchers. It describes, interprets, or synthesizes primary sources. The study uses cross-sectional survey data. (Kendra Cherry, 2019) a cross-sectional study involves looking at data from a population at one specific point in time.

### **3.9.Data analysis technique**

(Sumesh Babul, 2015) the characteristics of a project that may be altered to raise the chance of success; they are independent variables that increase the likelihood of success. Project success criteria are the criteria used to assess a project's success; they are dependent variables that quantify project success. The inputs to the management system that contribute directly or indirectly to the project or business's success are known as success factors. (Jim Frost, 2022), describes descriptive statistics as a method that is used to summarize and graph the data for a group that is chosen. This process allows understanding that specific set of observations. Using descriptive analysis techniques with the assistance of Statistical Packages for Social Sciences (SPSS software), percentage, frequencies, and means for the descriptive part of the analysis, regression, and correlation to confirm the relation of the independent variables to the dependent variables is analyzed. Qualitative data is analyzed in relation to the study subjects based on the objectives and reported in narrative form.

### **3.10. Validity and Reliability**

The consistency of a research study or measuring test is referred to as reliability. Testing questionnaires with the Cronbach alpha test is used in this study to ensure variable reliability. Cronbach's alpha  $\alpha > 0.7$  indicates satisfactory internal consistency reliability, (Cohen and Sayag, 2010) .In short nut, the responses generated for all of the variables used in this research was reliable enough for data analysis.

Table 3.1: Cronbach's alpha reliability test results

<b>Variables</b>	<b>Cronbach's alpha</b>	<b>No. items</b>
------------------	-------------------------	------------------

Communication management framework	0.724	9
Communication Methods	0.943	5
Types of communication	0.913	5
Stakeholder management	0.859	5
Feedback system	0.885	5
Project success	0.741	5

**Source: questionnaire and SPSS output**

### **3.11. Ethical Consideration**

The researcher have got an authorization from the target organization (PATH Ethiopia Country) and received a supporting letter from Addis Ababa University School of Commerce. All materials acquired in this research will strictly be used for academic purposes and respondents will be assured of the confidentiality of information given where necessary.

## Chapter Four

### 4. Data Analysis and Interpretation

#### Introduction

This chapter discusses the data analysis and interpretation of the research findings. Based on the research objectives, the findings are described in this chapter. In the case of PATH Ethiopia's ECD project, the goal of this study was to determine the impact of project communication management on project success. SPSS version 25 was used to create descriptive statistics and investigate the relationship between the study's dependent and independent variables. From a total of 91 populations, 74 were chosen as samples and questionnaires were distributed. A total of 69 questionnaires were returned, representing a return rate of 93.24%. The information was gathered through the use of a self-administered questionnaire and key informant interview schedules. The quantitative and qualitative data are analyzed and discussed in the following sections.

#### 4.1 Demographic information of the respondents

**Table: 4.1 Socio-demographic profiles of the respondents**

Based on the collected data, the demographic information of the respondents is grouped and the responses are presented in tabulation form across multiple demographic characteristics that include: gender, age, role in the project, experience and educational background.

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	28	40.58
Female	41	59.42
<b>Age</b>		

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20-29	37	53.62
30-39	29	42.03
40-49	3	4.35
50 and above	-	-

---

**Role in the project**

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Team member	2	2.9
Nurse	41	59.42
Mid Wife	19	27.53
Health extension worker	7	10.15

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**Work experience**

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Less than 5 years	38	55.07
6-10 years	27	39.13
11-15 years	4	5.8
Over 15 years	-	-

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**Level of education**

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Below Diploma	-	-
Diploma	16	23.19
Bachelor's degree	51	73.91
Master's degree	2	2.9
Doctorate degree	-	-

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### **Gender of respondents**

As indicated in table, male respondents accounted 40.58% while female respondents are 59.42%. According to the result the number of female respondents is greater than male respondents who participated in the study.

### **Age of respondents**

Respondents were asked about their age and analysis was done using frequencies and percentages. 53.62% (n=37) of the respondents were aged between 20-29 years, 42.03% (n=29) were 30-39 years, while 4.35% (n=3) were aged between 40-49 years. This indicates that most respondents were young and their age lies between 20-29 years.

### **Role in projects of respondents**

Respondents were asked about their role in the project and analysis was done using frequencies and percentages. 2.9% (n=2) of the respondents were team members, 59.42% (n=41) were nurses, 27.53% (n=19) were Midwives, 10.15% (n=7) were health extension workers who are evolved in the project. This shows that majority of the respondents were nurses.

### **Work experience of respondents**

Respondents were asked about their work experience and analysis was done using frequencies and percentages. 55.07% (n=38) of the respondents had experience of less than 5 years, 39.13% (n=27) had experience between 6-10 years, 5.8 % (n=4) had experience of between 11-15 years,

and none had experience over 15 years. This indicates that majority of the respondents had up to 10 years' experience.

### Level of education

Analyzing the academic background of the respondents, 23.19% of the respondents were diploma holders, 73.91% were bachelor's degree holders and 2.9 % were master's degree holders. The statistical data shows most of the population of the sample of the study are young and have first degree and none were below diploma holders and have doctorate degree.

## 4.2 Descriptive statistics

### 4.2.1 Project communication management framework

**Table 4.2:** Summary of responses on project communication management frame work

N=69	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	Rank
	Effective communication at the workplace helps define objectives and facilitates collaboration	-	-	-	20	49	4.71	0.457
Communication has impact on the major constraints of a project (time, cost, quality, scope)	-	3	-	26	40	4.49	0.720	2
The communication approach used among operatives facilitates effective communication	1	28	30	10	-	2.71	0.730	3
Required resource for communication execution is available	-	34	26	9	-	2.64	0.707	4
There are pre-planned communication tool and techniques (performance report, project report, project presentation etc.) on hand	-	37	21	11	-	2.62	0.750	5

Methods of transfer of each piece of information is made clear	11	21	27	10	-	2.52	0.933	6
Relevant and reasonably detailed information about the project is delivered in accurate timing and frequency	13	37		19	-	2.36	1.084	7
Responsible personnel for data distribution is properly assigned	8	45	7	9	-	2.25	0.830	8
Lines of communication are kept open all the time	29	31	-	9	-	1.84	0.964	9
<b>Grand mean</b>						<b>2.90</b>		

**Source: Questionnaire and SPSS output**

Participants were asked to assess their perception about the role of communication in PATH Ethiopia ECD project. Table 4.2 shows that impact of communication on cost, time and quality, the use of effectiveness of communication for team work improvement and defining objectives, and the availability of pre-planned communication tools are the top three concepts that are perceived to be predominantly agreed facts in the projects. This is followed by the availability of personnel for data distribution and the strength of communication approach among members to facilitate effective communication. information dissemination, communication for clarification of goals, and openness of line of communication, clarity of methods of transfer of information, delivery of relevant and accurate information on time, and availability of resource for communication execution taking sixth, seventh, eighth and ninth ranks, respectively.

#### **4.2.2 Communication methods**

Table 4.3: Summary of respondents' response on the communication methods used in the project

N=69	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
	There are high-tech technologies involved in the communication process like share points, project portal and wikis that can facilitate	-	31	16	12	10	3.01

the communication effectiveness & efficiency							
You are asked about the method of communication you prefer	-	45	-	16	8	2.81	1.154
There is a wide use of social medias replacing small meetings, committee discussion, speech and lecture in person	-	50	6	13	-	2.46	0.797
The Method of communication you prefer is valued (Written, verbal, non- verbal ,active listening )	-	50	15	4	-	2.33	0.586
The method of communication used are effective	14	38	4	13	-	2.23	0.987
<b>Grand Mean</b>						<b>2.57</b>	

**Source: Questionnaire and SPSS output**

This table shows the agreement of respondents to the statement availability of high technology communication methods with mean score of 3.01. Following this, the usage of methods of communication on which they prefer follows with a mean value of 2.84. Wide use of social Medias replacing small meetings, committee discussion, speech and lecture in person, respecting the method of communication preferred follows with a mean value of 2.46 and 2.33 respectively. The effectiveness of the methods of communication shows a mean value of 2.23. This value indicates a low agreement of the sentence by the respondents.

### 4.2.3 Types of communication

Table 4.4: Project participants' perception of the types of communication

N=69	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
	Informal communication creates common understanding among team members	-	8	3	41	17	3.89

There is a smooth flow of information from top managers	-	27	18	24	-	2.96	0.865
There is a well-established line of communication internally ,externally, horizontally and vertically	-	37	7	25	-	2.83	0.939
Opinions and ideas flow horizontally	-	37	11	21	-	2.77	0.894
There is a formal line of sharing information among participants	13	41	-	15	-	2.25	1.006
<b>Grand Mean</b>						<b>2.94</b>	

**Source: Questionnaire and SPSS output**

Participants were asked to assess their understanding about the types of communication used in the project. Table 4.4 shows that role of informal communication creating understanding among team members is predominantly agreed concept, the flow of information from top managers is the second agreed upon concept, the availability of a well-established line of communication throughout the system leads the horizontal flow of opinions and the existence of formal line of information sharing ranks fifth.

#### **4.2.4 Stakeholders management**

**Table 4.5:** Project participants’ perception of stakeholder management in the project

N=69	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
	The methods that are used to transfer each piece of organizational information are clear to stakeholders	-	24	10	32	-	3.07
Project managers disclose difficulties, losses or other conditions to stakeholders	-	33	14	22	-	2.84	0.885
A good overall knowledge and understanding about the organization and its strategy is provided	3	37	-	29	-	2.80	1.051

Proper and frequent communication is maintained and information is disclosed transparently	11	28	-	26	4	2.77	1.274
There is trust among members of project team and other stakeholders	11	31	20	7	-	2.33	0.869
<b>Grand mean</b>						<b>2.76</b>	

**Source: Questionnaire and SPSS output**

Table 4.5 shows that, the uncleanness of the communication methods that are used to transfer information is at the top, difficulty of project managers to disclose organizational information, the disagreement of provision of knowledge about the organization and its strategies, low transparency and lack of trust among team members follows it.

#### 4.2.5 Feedback system

**Table 4.6:** Respondents' perception of feedback system

N=69	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
	Feedback creates a way to get the response or reaction of the receiver	-	-	-	30	39	4.57
A platform is presented by the organization to facilitate cycle of engagement	-	43	-	26	-	2.75	0.976
Opinions are asked frequently	6	37	2	24	-	2.64	1.057
There is a regular two-way communication system in the organization	4	41	-	24	-	2.64	1.029
Corrective action is taken on time in areas where questions or ideas are forwarded	7	37	12	13	-	2.45	0.916
<b>Grand mean</b>						<b>3.01</b>	

**Source: Questionnaire and SPSS output**

Referring to Table 4.6, respondents have rated the statement that utters the importance of feedback in creating a way to get the response or reaction of the receiver highly. It has a mean value of 4.57. The availability of a feedback platform in the organization comes next with a mean value of 2.75. This result may suggest that existence of short and well established lines of communication in a project may not necessarily guarantee effective communication unless they are properly observed with support from top management.

#### 4.2.6 Project success

**Table 4.7:** summary of respondents' perception on project success

N=69	Mean	Std. Deviation
The organization gives special attention to providing quality service	3.57	0.813
The scope of the project is properly defined and presented	3.33	0.995
The efficiency of the project communication management system of the organizations supports the project to meet its technical goals and objectives and brings about success for the project	2.36	0.727
The project is going according to the schedule	2.13	0.380
The budget that was initially set for this project is going to be enough to complete the whole project based on the level the project is in and the cost that has been consumed so far	2.09	0.477
<b>Grand mean</b>	<b>2.69</b>	

**Source: Questionnaire and SPSS output**

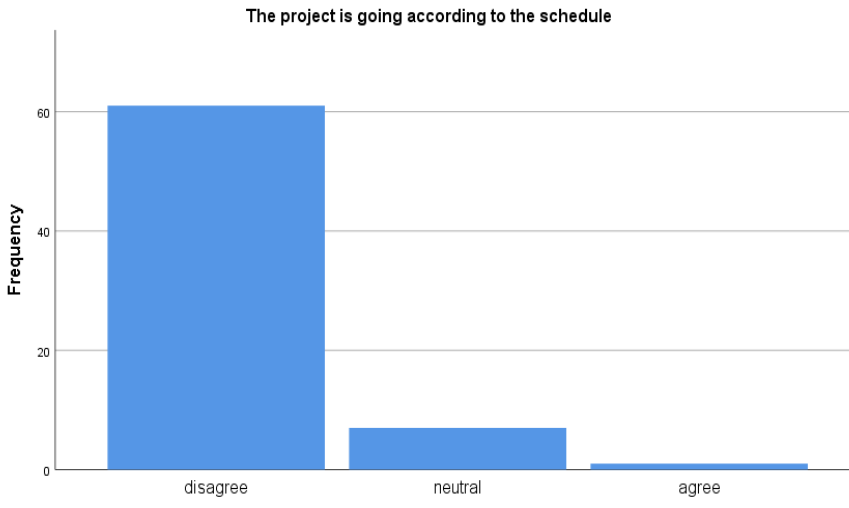


Figure 7: Rating of the project going according to the schedule

The above figure of the study result shows if the project is going according to the schedule. 88.4% disagreed for this statement and 1.44 % of the study respondents agreed; whereas, 10.14% remained neutral. What does this implies? So that from the responses one can bring to a close that the project is not going according to the schedule.



Figure 8: Rating of the organization giving special attention to providing quality service

As showed in the graph above 76.81 % of the study respondents agreed that the organization PATH strives to provide quality services. 20.28% disagreed with this concept, 2.89% of the respondents remained neutral. What does it mean? The study finding implied that the organization tries to provide quality services depending on the perception of the respondents.

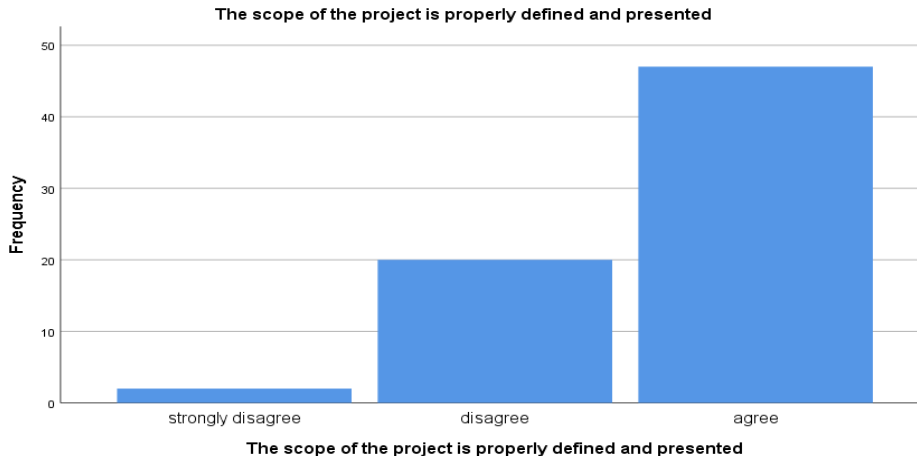


Figure 9: Rating of the proper definition and presentation of project scope

From figure 9 we can see that 68.11% of the respondents agree on the proper definition and presentation of the scope of the project. 28.98% of the respondents disagreed and 2.89 % strongly disagreed. According to the research finding a big number of respondents have a proper knowledge of the scope of the project as the responses shows that the scope of the project is properly defined.

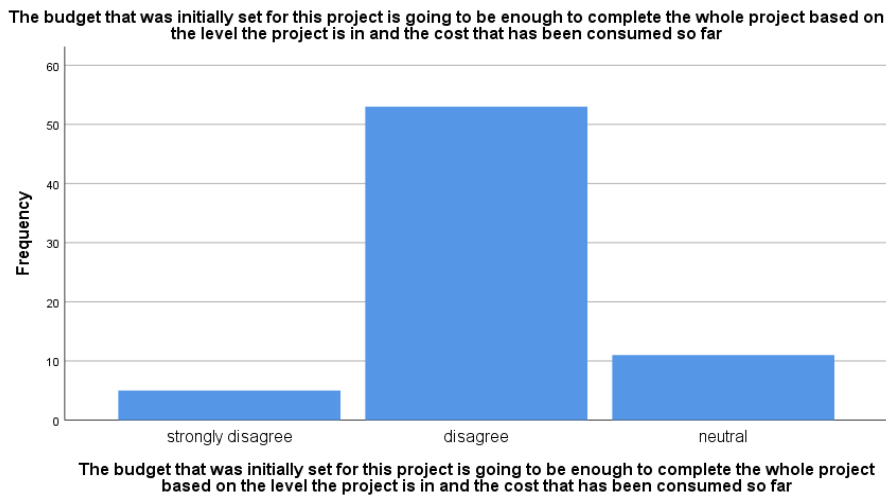


Figure 10: rating of the budget consumption of the project

In terms of project cost, figure 10 displays 76.81% of the study respondents disagreed that the project is going according to the initial estimated budget, 15.94% remained neutral and 7.24% strongly disagreed. According to the responses given we can deduce that the project failed to progress according to the estimated project budget.

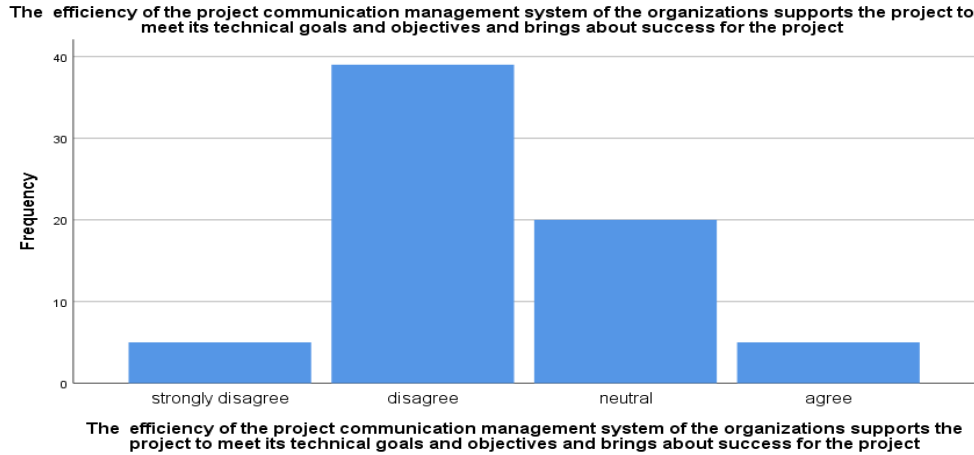


Figure 11: Rating of the efficiency of the project management system of the organization

From figure 11 we can see that 56.21% of the respondents disagreed that the project communication system of the organization is efficient enough to support the project to meet its technical goals respectively but, a big number of respondents accounting about 28.99 % remained neutral. Each of 7.24% of the respondents strongly disagreed and agreed. So that, one can see from the research finding that the project communication management system of the organization is not efficient enough to support the project to meet its technical goals and objectives supporting the success rate of the project.

### 4.3 Correlation analysis

The reason why correlation analysis conducted was to establish whether there was any relationship between the study variables. The sample correlation coefficient, denoted  $r$ , ranges between -1 and +1 and shows the direction and strength of the association between the two variables (Deribsa, 2018). The relationship between the independent and dependent variable had positive relationship, strong correlation.

Table 4.8: Correlation analysis

		Correlations					
		Framework	method	Type	Stakeholder	Feedback	Project success
		k	s		management	system	
Framework	Pearson	1	.404**	.083	.248*	.194	.094
	Correlation						
	Sig. (2-tailed)		.001	.499	.040	.110	.441
	N	69	69	69	69	69	69

Methods	Pearson	.404**	1	.208	.186	.278*	.232
	Correlation						
	Sig. (2-tailed)	.001		.087	.127	.021	.055
	N	69	69	69	69	69	69
Type	Pearson	.083	.208	1	.583**	.733**	.488**
	Correlation						
	Sig. (2-tailed)	.499	.087		.000	.000	.000
	N	69	69	69	69	69	69
Stakeholder management	Pearson	.248*	.186	.583**	1	.779**	.052
	Correlation						
	Sig. (2-tailed)	.040	.127	.000		.000	.669
	N	69	69	69	69	69	69
Feedback system	Pearson	.194	.278*	.733**	.779**	1	.064
	Correlation						
	Sig. (2-tailed)	.110	.021	.000	.000		.601
	N	69	69	69	69	69	69
Project success	Pearson	-.094	.232	.488**	.052	.064	1
	Correlation						
	Sig. (2-tailed)	.441	.055	.000	.669	.601	
	N	69	69	69	69	69	69

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

\*. Correlation is significant at the 0.05 level (2-tailed).

## 4.4 Regression analysis

In the study to explain the association between project communication management and project success, linear regression analysis was applied. There for the independent variables project communication management, methods of communication, types of communication, stakeholder management, feedback system were regressed using linear regression method on the dependent variable project success.

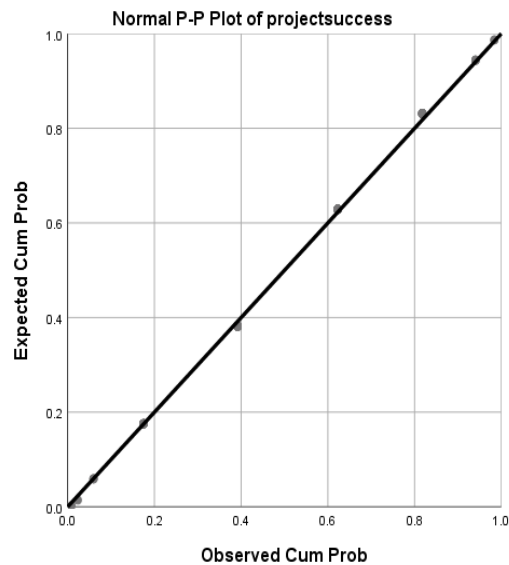
### 4.4.1 Diagonal tests

#### 4.4.1.1. Normality test

One of the assumptions of linear regression is the assumption of normality of residuals. There are many tests residuals. In this study, the assumption of residuals is tested using Percentile -

Percentile plot or P-P .As shown in the figure the P-P dots are closer to the 45 degree diagonal line implying the assumption of normality of residual holds true.

Figure 12: Normality test



#### 4.4.2. Linear regression analysis

The regression model used in the study used the following regression model

$$Y = X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + X_5\beta_5 + \epsilon$$

Where:  $X_1$ ,  $X_2$ ,  $X_3$ ,  $X_4$  and  $X_5$  are project communication management framework, communication methods, types of communication, stakeholders' management and feedback system respectively.

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$  and  $\beta_5$  are the coefficients of project communication management framework, communication methods, types of communication, stakeholders' management and feedback system respectively.

$\epsilon$  = standard error

Y = project Success

The study finding in table shows that the independent variable in the study explained a significant proportion of variance in project success  $R^2 = 70.6\%$  can be explained by this variable where 29.4% of the variance is contributed by other variables not covered by this study.

Table 4.9: Model summary of all variables

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 <sup>a</sup>	.706	.467	.23168

a. Predictors: (Constant), feedback system, Framework, methods, Type, stakeholder management

Table: 4.10 Analysis of variance Anova

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.467	5	.693	12.919	.000 <sup>b</sup>
	Residual	3.382	63	.054		
	Total	6.849	68			

a. Dependent Variable: project success

b. Predictors: (Constant), feedback system, Framework, methods, Type, stakeholder management

Table 4.10 shows that the calculated F-statistic is high indicating the model are statistically significant (p-value  $0.000 < 0.01$ ). This implies that regression analysis suggests that the data support to retain communication management framework, communication Method, types of communication, stakeholder management, feedback system variables in the regression equation to jointly explain variation in project success of ECD project.

Table 4.11: coefficients calculation

<b>Coefficients<sup>a</sup></b>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	.765	.692		1.104	.274
	Framework	.067	.085	.105	.791	.432
	Methods	.144	.058	.256	2.479	.016
	Type	.477	.066	.948	7.230	.000
	Stakeholder management	.159	.082	.376	1.949	.056
	Feedback system	.160	.088	.389	1.828	.072

a. Dependent Variable: project success

Table 4.11 shows that framework of communication management, communication methods, types of communication, stakeholder management have coefficient of ( $\beta=0.067$ ), ( $\beta=0.144$ ), ( $\beta=0.477$ ), ( $\beta=0.159$ ) and ( $\beta=0.160$ ). For instance, the coefficient of framework of project communication management ( $\beta=0.067$ ), shows that a unit increase in types of communication will lead to a 47.7 % unit increase in project success. The t-statistic for types of communication variable ( $t=7.230$ ) shows types of communication has a statistically significant influence on project success (i.e.-value= $0.000 < 0.05$ ). The findings from explanatory study suggest that, types of communication have positive and statistically significant influence on project success; communication method, stakeholder management and feedback system relatively higher than the framework of project communication management. Hence, all variables have statistically positive effect on project success.

### 4.4.3. Analysis and presentation of qualitative data

#### Interview guideline 1

The four research questions answered through two types of open-ended interview guidelines used to collect the data from the study participants. The first interview guideline which contains 15 questions was prepared to collect data from key informants of PATH. The interview questions also aligned with the research questions and were prepared with the themes of (1) project communication management framework (2) Communication methods (3) types of communication (4) stakeholder management (5) feedback system (6) project success.

#### Project communication management framework

The positions of my respondents are project manager and project coordinator of the project who are the key personnel from the organization that facilitates the overall activities of the project. Here after, they will be addressed as respondent 1 and respondent 2 respectively.

Regarding the question of the availability of communication management plan, both of my respondents answered that project communication management plan as a plan is incorporated in the strategic management plan of the organization and they both believe that there is a good project information documentation system, every project document is documented in soft copy and hard copy starting from proposal, report, training information are all kept in folder by team categorized based on activities. The content of information that is forwarded to stakeholders as answered by respondent 2 is “as most information concerning the project is forwarded to stakeholders” and the respondent 1 elaborated it as, *“a stakeholder’s map is prepared when a project is commenced, they are engaged starting from planning throughout the process. The information’s include budget, plan, timeline, scope, risk and continuous progress report”*. Regarding the question of communication tools plan, the project coordinator believes that after being incorporated on the long term plan of the organization, a draft of the system is taken from it at the commencement of every project. And, the project manager replied that in the organizations culture, Plans are treated like life documents, it’s continuously updated; initially project plan is prepared after proposal approval, and its continuously updated considering unforeseen situations and changes, and information about updates are shared with stakeholders.

### **Communication methods**

In the response of which communication method/s is employed well in the organization, the project manager explained that mixed of all methods is employed in the organization. When planning information is communicated in the form of reports and after the project is started, when working together, information is shared through email for external stakeholders, there are meetings prepared every quarter with general stakeholders and when there is necessary a specific issue a meeting is held with key stakeholders. The project coordinator added that there is the usage of virtual meeting, in person meetings, phone calls and visitation of the works that has been done with stakeholders.

Regarding the role of modern communication tools respondent 1 replied that, the usage of modern communication tools have a very big significance which is very visible in the project environment. since the IT system has developed a lot comparing it with the old one, which was very backward, reports were written on paper, it used to require going to a very far place to participate in a meeting, it may not success since everyone who has to be there may not make it,

letters take a lot of time to reach to its destination, the problem of sending documents and a lot of other issues have been improved because of the existence of modern communication tools. And respondent one answered that even being able to share softcopies of documents has simplified a lot. It has facilitated the advantage of working together without distance being a barrier and being able to engage a lot of people at once especially for organizations whose stakeholders are from different locations is very significant; again for example a manager may have been preparing a proposal alone which takes a lot of time but now by part it has gotten easier to work with a lot of people globally at the same time parallel especially in times of pandemic like corona virus. It helps in decreasing limited frequency, it doesn't require writing minutes of meetings as recording replaced the usage of zoom also has helped in increasing the frequency of communication, the annual or quarterly meetings are all replaced by frequent ones. Additionally, there is the usage of high tech communication tools like share point which works as every organization member drops documents in the share point and accessing it is available for every member.

### **Types of communication**

Concerning the question of the well establishment of line of communication both my respondents agree that they can't say every aspect and direction is well established, there may be some drawbacks but comparatively they stated that it is good. Respondent 1 stated that the organization is technology based, the name PATH itself is an acronym for Program for appropriate Technology in Health. It focuses on innovation and it engages in communication well including its global members. The problem arises in the usage of the available communication tools; even if the system exists, not everyone use it well as a culture which needs to be improved. Respondent 2 suggested that a training session needs to be prepared to create awareness on the enhancement of communication technology tools usage.

Regarding the response on upper level managers reaction on lower managers opinion in decision making, respondent 2 thinks that he can't definitely say that the ideas of lower level managers is highly incorporated in organizational decisions but the opinions are always heard it's the implementation that has a problem. Respondent 1 explained the situation as, by way of a country office, the senior management team conducts a meeting, general staff meetings, and project staff meetings. If there is a grievance and comment, it is collected through that. And also, there is an

annual all staff meeting, everyone presents their idea freely, the idea is collected, but the problem solving method needs improvement.

### **Stakeholder management**

In the response of the question regarding the availability of proper and frequent communication with stakeholders, “we work with our stakeholders as a family” as respondent 1 replied and also stated that, stakeholders involve in the communication system as information about the project is disclosed through monthly, quarterly and annual reports, updates are given on time, if there is anything new about the project reports are forwarded, there is a continuous virtual meeting, there is the use of web page to post if there is a new information, shared messages are available in side the office (internal communication), there is a telegram group for employees to share ideas and new things, events and seminars are created to share ideas informally. Trainees are involved in every aspect of the project and information is forwarded regularly. Respondent 2 added that performance level and lesson learned are discussed through open and formal meetings with team members.

Concerning how progress of a project is reported to stakeholders, respondent 1 answered that progress of a project is reported to stakeholders in a format prepared for each one of them. For stakeholders from government bodies of ministry of health and Addis Ababa health bureau and the donor organization, regular monthly progress report is prepared and submitted; sometimes visitation of the health care centers takes place. Reports on the progress of the project, accomplishment, problems, plans, budget, schedule, and output are discussed openly with donor and external stakeholders.

Respondent 2 answered that, delegation of responsibilities and the capability of each team member is monitored frequently, updates are given to stakeholders in every step of the way, government bodies are always informed on issues that involve them and, to boost team spirit a panel is prepared which includes the trainees and team members to encourage free talk and flow of ideas.

Regarding the transparency of the organization, both of my respondents believe that PATH as a humanitarian organization is very transparent about its activities and project information. Every

aspects to the projects conducted at PATH are always open to the society and since the outputs are visible to everyone there is nothing to hide.

### **Feedback system**

Regarding the question about the availability of a formal feedback mechanism, respondent 1 answered that, there is a feedback box in the website of the organization and there is a feedback and comment conception box in the report sharing page of the organization. And there is a performance appraisal session annually which is called 360 or GPS system, where everyone comments on one another so, through that feedback is collected. Sometimes this session involves external stakeholders. A feedback page is presented in the company website as well as a feedback box in the office for anyone who comes in to the office and the communication facilitator's contact is given for every trainee and stakeholder to contact him when there is a difficulty as respondent 2 replied. Feedback form each stakeholder is collected and discussion is conducted on the issues and an attempted will be done to solve the problem and eliminate the concern.

Concerning the question about how the feedback collected will be used , respondent 1 replied that, as feedbacks are either positive comments or grievances or change requiring issues, the feedbacks collected are raised as an issue in internal top management meetings and solutions are forwarded. In contrary, Respondent 2 replied that there is delay in solving internal issues focusing on proceeding on to the next steps of projects.

### **Project success**

For the question about how project communication is related to project success, respondent 1 answered that there is a high connection between project success and project communication. In his perception projects cannot be successful without an effective communication management system. It serves as a big success or failure factor for a project. When there is a missing gap in communication, a project cannot succeed. *“For example, the ECD project is implemented with a limited amount of budget but its conducted sound because of how well we publicize our organization and it has helped us to boost the reputation of the organization and communication is the major factor”*. Through launching the project at the start, briefing were prepared and distributed, face- to –face communication and advertisement, sharing of the project plan,

mentorship and supervision of the trainees, collecting feedback about the job aids all this has helped has even get a new project from another donor concerning ECD project in Amhara regions. Since project is teamwork, communicating with every stakeholder is very crucial and that is how a new lesson can be learned as respondent 2 suggested.

Concerning the question about the efficiency of the communication management practice at the organization assisting the success of projects, respondent 2 replied that the organization needs one communication unit which strictly works in managing the communication system of the organization that chains every project information facilitating the communication from one another, filling the gap and recording lesson learned. So, a communication team or individual as a job category is important to assist the communication system of the organization and capacity building. Respondent 1 answered that team members working on different projects have different attitude and knowledge about communication depending on the individual's commitment and skill. Over all as an organization, the communication system is good but it requires continues striving to improve the system and creating a flawless one. One of the virtuous and appreciated system of the organization in ECD projects is the continues mentorship and relationship with the health care providers is a system called Immediate post training follow up; it's a visit conducted by engaging stakeholders from each sector including government bodies and health bureau. It engages every stakeholder to oversee the outputs of the project and the phase it is in. Job aids are forwarded and the mentorship continues having a check list as a measure of progress of the project. And, there is a supervision check list within the organization to control the overall activities of projects quarterly. Review meetings are also conducted with the health care providers on how the project is going and discussion takes place, brochures and leaflets are prepared to promote the project and its scope to engage stakeholders as the project is community based it requires the help of a lot of stakeholder as a communication tools and the health care providers send regular monthly report. This and other factors have helped the efficiency of the communication system in supporting the success of projects.

## **Interview guideline 2**

The second interview guideline which contains 9 questions was prepared to collect data from key informants of one of the major stakeholder of the project the donor organization to get a supporting idea on the effectiveness of the communication practice in the project on how

stakeholders are involved, the communication methods used, the feedback system and analyze the effectiveness of the communication system.

On the question regarding how project information is communicated to the donor organization, the focal person replied that, there is a regular virtual meeting held with the organization where key points and progress is reported by the project manager and unclear questions are asked. When there is a milestone point in the project an immediate meeting which again is held virtually and discussion takes place and reports are sent via email which includes the progress of the project that contains videos and written documents prepared as a documentary. We participate in a live forum regarding current issues and scheduled visits in Ethiopia in collaboration with the country office of PATH Ethiopia takes place. Answering the methods of communication used, my respondent replied that, visual communication, written reports through email and oral/verbal/ methods to facilitate the visual meeting are used. Replying to the question if there has ever been a problem in communication related to the methods use, my respondent replied that *“there has never been a significant problem that I recall except for an internet connection problem which caused distortion of video and sound unclarity during virtual meetings”*.

Concerning the question about the effectiveness of the communication methods of the organization my respondent answered that, he believes that the organization tries to communicate well in the ways available on hand and tries to communicate information as soon as possible. About the question on getting enough information about the cost, time, quality and scope of the project, my respondent stated that the foundation also needs to apply another system of monitoring these parameters to investigate the level of reliability of the information forwarded and he believes that the frequency of information sent from the organization is basically good.

About the feedback mechanism of the organization, my respondent answered that, in every meeting after discussion, any issue that requires immediate solution is placed on the table even if it's out of the agenda of that day. *“Any vague concern will not be left closed by the foundation, does the organization solves it? Well, we observe changes and we believe that it's going to get better through time”*.

## Chapter Five

### 5. Summary Conclusions and Recommendations

#### Introduction

This project work has investigated the project communication management's significance for the success of projects by identifying the influence of the general project communication management framework, communication methods, and types of communication, stakeholder management and feedback system on project success in PATH Ethiopia early child development project. This section forwards the conclusions of the research based on the major findings stated in the previous chapter data analysis and discussion. Brief conclusions are summarized to the findings and finally helpful recommendation for the research problems will also be forwarded.

#### 5.1. Summary of findings

The findings of the study shows the role of project communication management on success of a project on the study conducted on ECD project of PATH that was taken from a questionnaire and semi-structured interview assessments.

- Project participants' response shows that they believe the importance of project communication within the project is very substantial.
- A mixture of written ,visual ,and electronic communication methods are used frequently compared to non-verbal and oral communication methods
- The explanatory study confirmed that the practice of project communication management has statistically positive and significant influence on project success.
- Shortness of line of communication is rated as the primary problem that distorts the communication management framework.
- The result of the study shows that the project cost that was estimated to be enough for the project didn't meet its objectives and the project hasn't been going according to the schedule. Thus, the estimate and the actual cost & time spent are not compatible.
- The organization gives due attention on providing quality service in the sacrifice of cost and time constraints.

- The problem related to planning are incorporating communication management plan in the strategic plan of the project, methods and frequency of communication with stakeholder and other personnel are considered as serious drawbacks .
- The method that the organization uses to collect feedback system is not as organized and standardized as it needs to be.

## **5.2. Conclusion**

The main conclusions of the study corresponding to research objectives are summarized as follows;

Taking into account the research questions, various data analysis techniques were used to reach on the results. The following major conclusions were discovered in the course of investigating the role of project communication management on success of projects at PATH. The study found that the five independent variables i.e. project communication management framework, communication methods used, types of communication, stakeholder management and feedback system are found the greatest factor that influences the time, cost, quality and scope of ECD projects. Problems related to the line of communication, proper feedback system, the involvement of stakeholders, the assignment of responsible personnel for information processing, the methods of communication employed, the flow of communication, the reliability and timing of information distribution, lack of trust among team members greatly affecting the success of PATH projects. The proper management and communication of the constraints of projects affects the success rate of projects.

The correlation between Project success and Project communication management framework, methods of communication used, types of communication, stakeholder management and feedback system shows a strong correlation. Which implies one step ahead in the independent variables would improve the situation of the dependent variables based on the study result.

## **5.3. Recommendation**

As a result of these study findings, the researcher put forward the following recommendations:

- Documentation of early project decisions that can help establish the common team goals is important. Understanding the importance of project documentation in project planning,

monitoring and evaluation will increase the efficiency of project communications management.

- Frequent usage of the modern communication technologies such as the internet and emails to send documents fast shall be repeatedly used to speed up information transfer and assist success of a project.
- Trainings on the use of project communications management system shall be given to the project team members at the project area as well as head office. Members shall be properly inducted and oriented in order to perform well and have a clear goal about the project and the organization.
- Including the opinions of team members in decision making process, document all the lessons learned and adding it to organizational knowledge area is crucial.
- Strengthening the usage of communication methods that are appropriate with who we are communicating with like respecting the communication method stakeholders prefer aids the flow of communication.
- Incorporating high tech communication tools in the communication system of the organization is important as it facilitates the communication system and saves time.
- Developing a department or unit which strictly works on managing the communication practice of the organization like assimilating information on time, keeping records of project information, monitoring the flow of information, checking the reliability and accuracy of information, managing stakeholders engagement and developing the feedback system of the organization is important.

#### **5.4. Research limitation and areas of future Research**

The limitations faced while conducting this study and implication of the study for area of future researches is presented hereafter.

##### **5.4.1. Limitations of the study**

Limitations of a study identify potential gaps or problems in the study. The busy schedule of respondents from the organization made it hard to conduct the interview and accessing to important communication related documents and working manuals was also difficult to find.

#### **5.4.2. Areas of future research**

Future studies should be undertaken on the areas of contribution of project communication Management for the success of projects; as the study findings and research questions specify the relationship between project communication management and project success in PATH Ethiopia early child development project. This project work exclusively emphasizes on discovering the practice of project communication management and the effects of project communication management framework, communication methods, and types of communication, stakeholder management and feedback system on project success. For future study, this researcher recommends other researchers to further study the relationship of project communication management and project success as the relationship maybe influenced by other mediating factors.

# Appendices

## Data collection Instruments

### Appendix I: Questionnaire



**Addis Ababa University School of Commerce; Project Management Masters of Arts Program  
Questionnaire on the role of project communication management on the success of a project: The  
case of PATH Ethiopia project on nurturing care for early child development in selected health  
centers in Addis Ababa.**

My name is Samrawit Kassahun Fentie from Addis Ababa University School of Commerce. I am carrying out a research on the Role of Project communication management in improving success of a project: A case study at PATH Ethiopia project on nurturing care for early child development in selected health care centers in Addis Ababa for partial fulfillment of the requirements for the award of the degree of Masters of Arts in Project Management. All information collected through this questionnaire will only be used for academic purposes. Disclosing your name is not necessary at all and the confidentiality is respected. If you need to know the final results of the study, you may contact me via E- mail or mobile. I sincerely request you to answer the questions as fairly as possible and return the completed questionnaires. Thank you in advance for your time and voluntary participation. Kind Regards,

Samrawit Kassahun, Mobile: +251912412197 Email: [Kirstossamra12@gmail.com](mailto:Kirstossamra12@gmail.com)

Part I. Demographic profiles of respondents. Please place (v) in the provided space. Thank you!

1. Please indicate your gender: (1) Male  (2) Female
2. Age of respondents (year): (1)20-29  (2)30-39  (3) 40-49  (4) 50 and above
3. Role in the project: (1) team member  (2) Nurse  (3) Mid Wife  (4) Health extension worker
4. Work Experience: Less than 5 years  6-10 years  11-15 years  Over 15 years
5. Level of Education
  - 1) Below Diploma  2) Diploma  3) Bachelor's Degree  4) Master's Degree
  - 5) Doctorate Degree

**Part II.** Below are concepts that are related to project communication management; referring to the ongoing project that you are involved in which is implemented by PATH please indicate your level of agreement or disagreement with the following concepts by placing (√) in the provided space. Please respond to all the questions to develop the impartiality of the research.

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

**1. Project Communication Management Framework**

	Concepts								
		5	4	3	2	1			

**Project communication management framework**

- 1 Relevant and reasonably detailed information about the project is delivered in accurate timing and frequency
- 2 Lines of communication are kept open all the time
- 3 The communication approach used among operatives facilitates effective communication
- 4 Responsible personnel for data distribution is properly assigned
- 5 Methods of transfer of each piece of information is made clear
- 6 Effective communication at the workplace helps define objectives and facilitates collaboration
- 7 Communication has impact on the major constraints of a project (time, cost, quality, scope)
- 8 Required resource for communication execution is available
- 9 There are pre-planned communication tool and techniques (performance report, project report, project presentation etc.) on hand

**2. Communication methods used**

Think of the communication methods that are regarded as mostly important and are used most often in the project that you are involved in and choose the number that best describes how you feel about the statements.

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

NO Concepts 5 4 3 2 1

#### Communication Methods used

- 1 The method of communication used are effective
- 2 There are high-tech technologies involved in the communication process like share points, project portal and wikis that can facilitate the communication effectiveness & efficiency
- 3 You are asked about the method of communication you prefer
- 4 The Method of communication you prefer is valued (Written, verbal, non-verbal ,active listening )
- 5 There is a wide use of social medias replacing small meetings, committee discussion, speech and lecture in person

### 3. Types of communication

Consider the communication flow in the project and choose the number that best describes your agreement and disagreement about the following.

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

NO Concepts 5 4 3 2 1

#### Types of communication

- 1 There is a formal line of sharing information among participants
- 2 Informal communication creates common understanding among team members
- 3 There is a smooth flow of information from project facilitators
- 4 Opinions and ideas flow horizontally
- 5 There is a well-established line of communication internally ,externally, horizontally and vertically

### 4. Stakeholders management

Think about the Stakeholders management and how they are communicated in the organization in the project you are engaged in and place your agreement or disagreement on the following concepts.

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

NQ Concepts 5 4 3 2 1

#### Stakeholders management

- 1 A good overall knowledge and understanding about the organization and its strategy is provided
- 2 Proper and frequent communication is maintained and information is disclosed transparently
- 3 Project managers disclose difficulties, losses or other conditions to stakeholders
- 4 There is trust among members of project team and other stakeholders
- 5 The methods that are used to transfer each piece of organizational information are clear to stakeholders

#### **5. Feedback system**

Consider the feedback system of the organization and the projects you are involved in and place your level of agreement or disagreement on the following concepts.

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

NQ Concepts 5 4 3 2 1

#### Feedback system

- 1 A platform is presented by the organization to facilitate cycle of engagement
- 2 There is a regular two-way communication system in the organization
- 3 Opinions are asked frequently
- 4 Corrective action is taken on area where question or idea are forwarded
- 5 Feedback creates a way to get the response or reaction of the receiver

#### **6. Project success**

Choose the number that best describes your judgment about concepts related to success of the project

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

Project success (Time, cost, quality)

- 1 The project is going according to the schedule
- 2 The organization gives special attention to providing quality service
- 3 The scope of the project is properly defined and presented
- 4 The budget that was initially set for this project is going to be enough to complete the whole project based on the level the project is in and the cost that has been consumed so far
- 5 The efficiency of the project communication management system of the organizations supports the project to meet its technical goals and objectives and brings about success for the project

-----*Thank you for your time!*-----

**Appendix II: Semi - structured interview questions I**

This interview questions are going to be used to collect qualitative data from the project manager and project coordinator of the project which are key informants of the project from PATH Ethiopia.

<u>NO</u> Theories discussed	Interview questions(open questions)
<p><b>1 Project communication management framework</b></p>	<p><b>1-</b> Is there a long-term communication management plan in the organization?  <b>2-</b> Is there a proper documentation of project information?  <b>3-</b> What is the content of the information that is forwarded to stakeholders (project plan, budget, resource etc.)?  <b>4-</b> Where do you place communication tools (i.e. pre-planned, when needed, continuously etc.)?</p>

- |          |                                |  |
|----------|--------------------------------|--|
| <b>2</b> | <b>Communication Methods</b>   | <ul style="list-style-type: none"> <li>1- Which communication methods are employed in the organization and which one do you think is very important (verbal (i.e. words and ideas to communicate), non-verbal (i.e. body communication), written, visual etc.)?</li> <li>2- What is the role of modern communication tools like social Media, Email, DM (direct message), IM (instant message), SMS text messaging, used in the communication system of the organization?</li> </ul> |
| <b>3</b> | <b>Types of communication</b>  | <ul style="list-style-type: none"> <li>1- Is there a well-established line of communication internally, externally, horizontally and vertically?</li> <li>2- How do upper level managers treat opinions of lower level managers in decision making?</li> </ul>   |
| <b>4</b> | <b>Stakeholders management</b> | <ul style="list-style-type: none"> <li>1- Is there a proper and frequent communication with the stakeholders?</li> <li>2- How is Progress of the project reported to higher executives?</li> <li>3- How do you rate the transparency of your organization?</li> </ul>  |
| <b>5</b> | <b>Feedback system</b>         | <ul style="list-style-type: none"> <li>1- Is there a formal feedback mechanism instituted like a tool designed to enable a continuous cycle of interaction between stakeholders?</li> <li>2- How is the information gathered through feedback used?</li> </ul>   |
| <b>6</b> | <b>Project Success</b>         | <ul style="list-style-type: none"> <li>1- How is project communication related to project success?</li> <li>2- Do you think the efficiency of the communication management practice at the organization supports success of the project?</li> </ul>  |

### **Open ended interview questions II**

This interview questions are formulated to collect qualitative data from the focal person of the donor organization (Bainum family foundation).

#### **Interview questions (open ended)**

- 1- How is information about the project communicated to you?

- 2- How is communication management related to success of a project?
- 3- Which communication methods are utilized to communicate project information?
- 4- What problems have you faced because of the communication method used?
- 5- Do you think the communication method of the organization is effective? If so, how?
- 6- Do you believe that you are getting enough information about the cost, time, quality and scope of the project?
- 7- To what extent do you receive information in accurate timing and frequency?
- 8- How do you forward feedback to the company?
- 9- Have you ever observed an action taken where feedbacks are forwarded?

-----*Thank you for your time!* -----

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