

**AAU College of Business & Economics  
School of Commerce**



Addis Ababa University  
አዲስ አበባ ዩኒቨርሲቲ

Seek Wisdom, Elevate your Intellect and Serve Humanity



**THE EFFECT OF PROJECT COMMUNICSTION MANAGEMENT ON PROJECT  
PERFORMANCE: THE CASE OF MESKEL SQUARE PROJECTS**

By: ASHENAFI ABEZA

A PROJECT WORK SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF  
COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR MASTERS OF  
ARTS DEGREE IN PROJECT MANAGEMENT

ADVISOR: ABDURAZAK MOHAMMED (PHD)

ADDIS ABABA

JUN,2021

**ADDIS ABABA UNIVERSTY  
SCHOOL OF COMMERCE  
DEPARTMENT OF PROJECT MANAGEMENT**

**THE EFFECT OF PROJECT COMMUNICSTION MANAGEMENT ON PROJECT  
PERFORMANCE: THE CASE OF MESKEL SQUARE PROJECTS**

***BY*  
ASHENAFI ABEZA**

Board Committee Approval

\_\_\_\_\_

Examiner

Signature \_\_\_\_\_

\_\_\_\_\_

Examiner

Signature \_\_\_\_\_

\_\_\_\_\_

*Advisor*

Signature \_\_\_\_\_

## **DECLARATION**

I hereby declare as this project work is my own work to word the masters of arts in project management and that, to the best of my knowledge, it has no any material published by another person or material that accepted for award of any degree before without acknowledgment

Ashenafi                      Abeza                      (GSE9211/10)                      .....

.....

**(Student)**

**Signature**

**Date**

## **AKNOLEDGEMNT**

First, I would like to thank the almighty god, and next let my great thanks go to Addis Ababa university college of business and economics school of commerce. My special thanks go to my advisor Abdurazak Mohammed (PHD) for his invaluable comments and suggestions in the work of the project work thesis, finally I would like to thank my family friends and class mates for special contribution for this project work

## TABLE OF CONTENTS

DECLARATION .....	ii
AKNOLEDGEMNT .....	iii
ABSTRACT .....	x
CHAPTER ONE .....	1
1.1 In this chapt.....	1
1.2 Background of the project work.....	1
1.3 Statement of the problem .....	4
1.4 Research Question.....	5
1.7 Scope of the study .....	6
1.8 Limitation of the research .....	6
1.9 Organization of the study .....	6
CHAPTER TWO .....	6
Literature review .....	7
2.1 Project and project management .....	7
2.2 Improvement of project performance.....	8
2.3 Communication of project management .....	9
2.3.1 Different types of communication that makes project effective.....	10
2.3.2 Importance of communication in project management .....	12
2.3.3 models of project communications. ....	12
2.3.4 Project communication areas and process .....	13
2.3.5 Communication management tools and Techniques .....	18
2.3.6 Challenges or obstacles of project communication .....	19

2.3.7 Communication barriers .....	20
2.4 communication channel methods and source of communication.....	21
2.5 Empirical literature review .....	23
2.6 Conceptual model.....	25
Chapter three .....	27
Research Methodology .....	27
3.1 Introduction.....	27
3.2 Design and approach of the the research .....	27
3.3 Sample size of the population .....	27
3.4 Ethical consideration of the research .....	28
CHAPTER FOUR.....	29
4.1 Introduction.....	29
4.2 Respondents Demography.....	29
4.3 Communication source and necessity .....	32
4.3.1 Measure of effective communication .....	35
4.3.2 Uses of channels for communication.....	37
4.4 the performance level of the project.....	37
4.5 the relationship between performance and good communication .....	38
4.5.1 Analysis of regression .....	40
4.6 communication barriers.....	42
4.7 INTERVIEW FINDINGS .....	43
4.8 Rate of responses.....	44
4.9 result discussion .....	44
CHAPTER FIVE .....	46

SUMMARY, CONCLUSION AND RECOMMENDATION.....	46
5.1 Introduction.....	46
5.2 summary of the discussion .....	46
5.3 conclusions .....	48
5.4 recommendation .....	49
List of references.....	50
APPENDIX.....	52

*List of figure*

*Figure 2.1*.....18



## List of tables

Table 2.1 key process of project management .....	14
Table 2.2 communication and project life cycle.....	15
Table 2.3 themes and communication management.....	16
Table 2.4 example of project planning.....	19
Table 4.1 gender of respondents respondents.....	29
Table 4.2 Age of respondent .....	30
Table 4.3 educational status of respondent.....	31
Table 4.4 sex of respondents.....	31
Table 4.5 position of respondents.....	32
Table 4.6 channel of face to face com.....	33
Table 4.7 telephone communication .....	33
Table 4.8 written communication.....	34
Table 4.9 email communication .....	34
Table 4.10 grapevine communication.....	10
Table 4.11 effective communication .....	36
Table 4.12 performance level of project .....	38
Table 4.13 correlation table .....	38
Table 4.14 Pearson correlation .....	14
Table 4.15 regression table .....	41
Table 4.16 communication barriers.....	43

## AVREVIATION

PM =Project management

PMBOK=Project management book of knowledge

PMI= Project management institute

PPM=project and program management

PMP= Project management professional

PRINCE= Project in controlled environment

## ABSTRACT

*Communication is the base to be there in any project organizations in which the exchange of information is processed from one person or entity to the other entity or person by using either formal or informal ways of communications that may be verbal or non-verbal means of communications .the meskel square project like any organizations is dependent of communications .that means it is frequently used and could be the day today activity of the project workers .in interactions among project contractors ,subcontractor,clientsproject managers and as well as other colleague. Both formal and informal ways of communications are the basically the focuses point of the project .in the project the is a clarity problem concerning role clarity. because role clarity is being an issue in many projects among different stakeholders. the study tried to investigate the role and functions of effective communication on project performance using the case of meskel square project as a case.*

*Particularly the project work analyses the communication system available in the meskel square project and measured the project current performance due to communication and addition the research tried to analyses the relationship between communication factors and project performance .it also tried to identify the communication channels applied by project workers and officials that is the most useful in the project .finally barriers of the communications were clearly discussed how it affects the performance of meskel square project performance .primary data was used to analyses the effects of communication in project performance by using purposive sampling technique for the selection of 24 sample ,mean,correlaton ,standard deviation and regression analysis technique was applied what I understood from this paper ,face to face communication is mostly used by project workers next telephone channel is very importantly used and finally written ,email grapevine are used respectively with the most valuable method of communication is face to face in this workers highly perform well .distractions ,selective listening time pressure communication overload ,information distortions and rationazation were highly communications barriers lastly project performance indicators were discovered to correlate with difference measures of effective project communications .project performance can be researched further if there is any problem need to be discussed in the communication system .particularly the distortion of communication caused by omission and extremely exaggerations should be focused both by contractors and stack holder*

# **CHAPTER ONE**

## **INTRODUCTION**

1.1 IN THIS CHAPTER the clear objective of the research, statement of the problem, objective of the project work, hypothesis of the work, significance of the study and scope of the study is analyzed well.

### **1.2 BACKGROUND OF THE PROJECT WORK**

Communication is simply the act of transferring information from one place, person or group to another. Every communication involves (at least) one sender, message and recipient. And also, communication is the process of acquiring and transferring the necessary information, interpreting the information and well disseminating the processed information to the concerned bodies who needs the information.so, communication is very important to everyone involved and influenced by the project (zulch,2014).

Project communication management includes the process required to insure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. Project managers spend the majority of their time in communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization. Effective communication creates a bridge between diverse stakeholders involved in a project, connecting various cultural and organizational backgrounds, different levels of expertise, and various perspectives and interests in a project execution outcome (PMBOK 6<sup>th</sup> Eddition,2017).

Meskel Square Public Project, built at a cost of 2.5 billion Birr. Apart from the parking and the LEDs, the Meskel Square project integrated facilities include more than 70 shops and space for electric bike rides. The underground parking lot is enough to accommodate about 1,400 vehicles at once.

The car owners to make use of the parking lot and also urged the private sector to publicize their products through the six LED screens installed at the square for promotional purposes. he Square

can now comfortably accommodate more than half a million people for religious and public outdoor holidays including the Meskel-Demera Religious Festival which has already been inscribed by UNESCO as world's intangible heritage

The project which has been under construction for the past nine months is said to be completed until the end of this month, March, 2021. Various modern constructions from Meskel square to Piassa city administration that will beautify the city which is carried out by 2.5 billion birr is expected to significantly contribute to the city's landscape. The project is constructed by the Chinese construction giant, China Communications Construction Company (CCCC). The Meskel Square project sees the construction of state-of-the-art integrated facilities, incorporating an underground parking lot enough to accommodate about 1,400 vehicles at once, six LED advertising screens, toilets, more than 70 shops and space for electric bike rides.

Communication is the process of sending and receiving messages through verbal or nonverbal means, including speech or oral communication; writing and graphical representation (such as infographics, maps, and charts); and signs, signals, and behavior. More simply, communication is said to be "the creation and exchange of meaning."([www.thouthco.co..](http://www.thouthco.co..))

In the successful communication, there are two parts: The first part is developing communication strategy based on the needs of project and stakeholders

The second is Project communications are the products of the planning process, addressed by the communications management plan that defines the collection, creation, dissemination, storage, retrieval, management, tracking, and disposition of these communications artifacts (PMBOK 6<sup>th</sup> Eddition,2017)

The construction sector includes the construction of commercial, industrial, and residential buildings and engineering projects like roads, bridges, and utility systems. Construction includes both new construction and remodeling, addition, maintenance and repairs. Construction industry is traditionally divided in to three sub-sectors. They are:1) the construction of building;(road, highway, and other "infrastructure "construction; and 3) specialty trades. It thus encompasses all the business that build either houses and office building or highways and bridges, as well as those who do the specialized work of electricians, plumbers, and masons, who are typically involved in

the construction of all kinds of structures. The construction industry is a significant part of our economy, employing over 8 percent of all wage earners.

The construction sector includes:

- ✓ Buildings
- ✓ Transportation system
- ✓ Structure for fluid containments.

Effective communication is a vital to the successful completion of any construction project, good communication can improve team work and lead to better project collaboration. Poor communication can result in misunderstandings, delays, and issues down the road. Communication is simply the exchange of information in order to convey a message and good communication involves being able to transmit your message so it is received and understood by the intended recipients. Ineffective communication can therefore also lead to misunderstanding with respect to construction projects. Inadequately defined tasks and critical processes, uncertainty regarding responsibilities, scope, or objectives of construction projects may cause construction projects to fail. Managing a project requires constant selling and reselling of ideas, explaining the scope and methodologies of the project to diverse groups of people (the public, management, functional departments, and other stakeholders), threatening or bargaining with service providers and suppliers, or negotiating to settle disputes or interpersonal conflict between project team members or other stakeholders (Steyn H, 2008).

According to the project management institute (PMI), poor communication is the primary reason why projects fail one-third of the time. Even if the project is not a failure, the effects of poor communication is still a determinant. Considering this. In projects with minimally effective communications, only 37% of the projects are completed on time, only 48% is completed within budget and just 52% met their original goals.

Among the several ways poor communication impact daily or a project.

- **Creating confusion** lack of communication in construction is a problem. Because miscommunication can also have a negative impact on a project by creating confusion for everyone from major stakeholders to construction professional and workers in the field

- **Unnecessary delays** poor communication in the construction industry is major contributor to project delays
- **Budget/cost overruns** according to the project management institute (PMI) more than half of all project budget risk is due to ineffective communications and improper time management of project communications.

### **1.3 STATEMENT OF THE PROBLEM**

The main reason of all project is to accomplish with in the given budget, time and cost within the given standards or quality. So, any construction industry is among the complex, fragmented, schedule and resource driven industry. Communication is highly complex and costive. Because of this many projects face failure. According to project management institute (PMI) Information is communicated throughout the life of a project and project managers spent above 80% of their time in communicating (Taleb, h.,2017). Project managers have two communication areas

1 with internal stakeholders: procurement department, finance department, human resource and general service department and with general manager internally

2 External stakeholder: Clients project champions supplier's sub-contractors, consultants. The project performance is either directly or indirectly affected by project communications, so, mostly project leaders mainly focus on communication and try to avoid miscommunication in the project. Projects die or live by the flow of information particularly in the construction industry and many problems occurred because of various information's are not communicated with stakeholder (James,2011). Effective communication is vital to the successive completion of any construction project. Good communication can improve team work and lead to better project collaboration. poor communication can result in misunderstanding, delays and issues down the project. Clear communication is a general contractors key to improving safety, productivity, organization and cost effectiveness on the job. It is crucial to establish helpful communication method for any construction site. Perfect communication saves projects form incorrect messages that result in project failure (Zulch,2014)

## **1.4 RESEARCH QUESTION**

- What is the role of communication in the performance of Mesqel square project?
- What method of communication is suite in improving project performance?
- What are the results of poor or miss communication in project performance?
- What is the relation between communication and project performance?

## **1.5 Objective of the study**

### **1.5.1 General objective**

The general objective of this study is to assess the effect of communication in the performance construction project. In case of Mesqel square integrated facilities project.

### **1.5.2 Specific objective**

- To assess the relationship of project communication and project performance
- To identify the best method of communication for best performance of construction project
- To get the result of poor communication project management gap

## **1.6 Significance of the study**

The significance from this study will give great information about the significance of communication for any projects to internal and external stakeholders and also, to regulatory bodies in the country. And it will also give general overview to the academicians and professional regarding the significance of communication of projects

Generally, the study will give the following importance:

✓ It will give general information for government officials actions and practice on communication management in construction project management in overall construction sector, particularly, in meskel square project (underground parking)

✓ It will also give lessons to any stakeholders in controlling and evaluating project operations, identifying limitations, learning from lessons and taking immediate and corrective actions concerning about the project implementation and future projects in relation to communication management.

✓ It can also serve as a reference for the future same projects.



## **1.7 SCOPE OF THE STUDY**

This study mainly focused on the meskel square construction project which is engaged in providing a podium for speech accommodating over a million people for any purpose, such as vote, cultural events and will have underground parking lots which will hold over 1400 cars at a time and about 30 shops, restaurant and 7 LED screen projectors. And currently the project is at its completion time

The researcher had done research on this type of construction projects, but the time and the resource limitation could not allow it, and so, as a result it focused only on meskel square project construction as a case study. Therefore, the study is mainly concentrated on analyzing the function and role of project communication practice and its effects on project performance, by using the generally accepted project management knowledge area known by PMBOK, which is serve as a guide of management of projects.

## **1.8 LIMITATION OF THE RESEARCH**

As it has been clearly stated in the introduction part, communication management has a vital role in project success and good performance. The construction is very vast sector in which different types of projects are taken place, which value from a few million to many billion dollars. Therefore, because of limitations of resource and time, this study is limited on one project called Meskel square construction project.

## **1.9 ORGANIZATION OF THE STUDY**

This research paper is organized in five chapters. The first chapter consists of the background of the study. Statement of the problem, research questions, objective of the study, significance of the study, scope of the study, organization of the study and limitation of the study. The second chapter presents review of literatures. Chapter three deals with the design of the research and methodology of the research. The fourth chapter presents analysis of the findings or results. The fifth chapter presents the conclusion and the recommendation. Finally, the research paper contains references, appendixes and other important documents at the end of this paper project

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 PROJECT AND PROJECT MANAGEMENT

Project is a great opportunity for organizations and individuals to achieve their business and non-business objectives more efficiently through implementing change. Projects help us more desired changes in an organized manner with reduced probability of failure (**My management guide.com**). Meanwhile in the broadest sense a project is defined as a specific, finite, activity that produces an observable and measurable result under certain preset requirements. It is an attempt to implement desired change to an environment in a controlled way. By using projects, we can plan and do our activities (Kerzner,2003).

A project is a temporary, unique and progressive attempts or endeavor made to produce some kinds of tangible and intangible result. It usually includes a series of interrelated tasks that are planned for execution over a fixed period of time and within certain requirements and limitations such as cost, quality and performance. The temporary nature of projects indicates a definite beginning and end. Projects can be ended when the objectives are achieved and will be terminated when its objective is not achieved (Newton,2017).

A project is a temporary in that it has defined beginning and end in time, scope and resources. And a project is a unique in that it is not a routine operation, but a specific set of operations desired to accomplish a singular goal. A project team also includes people who do not usually work together, sometimes from different organization and across multiple geographies. The development of software for improved business process, the construction of building or bridge, the relief effort for a natural disaster, the expansion of sales in to a new geographic market –all are projects. Project management, then, is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements.

Project management process fall in to five groups

1. Initiation
2. Planning
3. Execution
4. Monitoring and controlling
5. closing

project management knowledge draws on ten areas

1. project integration management
2. project cost management
3. project time management
4. project scope management
5. project quality management
6. project process management
7. project human resource management
8. project communication management
9. project risk management
10. project stockholder management.

All management is concerned with, of course. But project management brings a unique focus shaped by goals, resource and schedule of each project. The value of that focus is proved by the rapid worldwide growth of project management (PMBOK)

## **2.2 IMPROVEMENT OF PROJECT PERFORMANCE**

Project success has been historically defined as a project that meets its objective under budget, schedule and quality. This evaluation criterion has remained as the most common measure in many industries. But development project success goes beyond meeting schedule and budget goals, it includes delivering the benefits and meeting expectations of beneficiaries, stockholders, donors or funding agencies. A project can be successful if the success criteria were defined from the start, when initiating a project. It is essential to define success across three level

Level 1 project completion success: This level details the criteria by which process of delivering the project output is successful. These criteria address the four project constituents, scope, schedule, budget and quality. The criteria are limited to the duration of the project and success can be measured during the life the project and as soon as the project is officially completed. This measures the efficiency of how the project used its resource to deliver the project outputs

Level 2 Result success: This is about defining the criteria by which the project or services delivered is deemed successful. These criteria need to be measured once the project or service is implemented over a defined period

Level 3 Developing success: This is about defining the criteria by which the project or service delivered brings value to the beneficiaries, and how it contributes to their wellbeing.

The worst types of failure occur when the project fails to meet the development objective (Rodolf,2018). Improvement of performance can be done through monitoring and controlling that includes “the process of tracking, reviewing and reporting the progress to achieve performance objective defined in the project plan.

### **2.3 COMMUNICATION OF PROJECT MANAGEMENT**

By definition, project communication management is a collection of process that help make sure the right messages are sent, received and understood by the right people. Project communication management includes the process required to insure timely and appropriate generation, collection, distribution, storage and ultimate disposition of project information. Project managers spend majority of their time in communication with team members and other project stakeholders, whether they are internal or external organization. Effective communication creates a bridge between diverse stockholders involved in a project.

Project communication management is one of the 10 key knowledge areas in PMBOK (Project management book of knowledge). Project communication management process includes three

primary project communications

1. Plan communication management
2. Manage communication
3. Monitor communication

Project communication management includes the following

- 1** Identify the stockholders –the process of identifying all people or organization implemented by the project and documenting relevant information regarding their interest, involvement and impact on project success
- 2** Plan communication the process of determining the project stockholder Information needs and defining a communication approach.
- 3** Distribute information the process of making relevant information available to project stockholders as planned.
- 4** manage stockholders’ expectations the process of communicating and working with stockholders to meet their needs and addressing issues as they occur.
- 5** Report performance the process of collecting and distributing performance information including status reports, progress measurements and forecasts (PMBOK)

### **2.3.1 DIFFERENT TYPES OF COMMUNICATION THAT MAKES PROJECT EFFECTIVE**

There are many different types of communication that a project manager will need be familiar with it they want to successfully manage the project. Project communication has many different aspects that a project manager needs to be able to use.

Different types of communications in project

#### **1 Project aspect**

From project aspect, communication can be at either internally or externally

**Internal communication:** is the form of communication that take place between project team members. Generally, these types of communication may involve a lot of back-and-forth discussions as plans or issues are worked out

**External communication:** is a communication between team members and other project stockholders. It is communication within project teams (as internal) and customers, other projects or media (as external)

**2 Organizational aspects:** this aspect takes into account the way organizations are structured and may be vertical, horizontal or diagonal

**Vertical communication** is the upward and downward communication flow that happens between different hierarchical levels of the organization

**Horizontal communication** refers to communication between people at the same organization levels

**Diagonal communication** takes place between different functional departments of the whole organization. To be effective in these types of organizations, a project manager has to be familiar with the different functions and managers. It is also necessary to plan communication accordingly.

Formality aspect: from formality aspect communication can be formal or informal.

Formal communication is usually planned and takes some time to prepare. This includes reports, presentations and media releases

Informal communication, does not need to be planned and usually starts by using social networking. This includes emails, phones and ad-hoc discussions

An effective project manager understands that formal and informal communications are equally important.

Channel aspects project managers also need to consider the communication channel. They will use to deliver their messages. In other words, how the message will be communicated written or spoken, face to face or via telephone, verbal or non-verbal. Establishing the specific modes of communication to be used to convey messages aid in successful project management

### 2.3.2 IMPORTANCE OF COMMUNICATION IN PROJECT MANAGEMENT

We show some tips that project managers can follow to ensure that everyone involved in a project maintains the communication that is essential to its success. When you are talking about personal or professional. Communication is the foundation of health relationship, when it comes to project management, this is a maxim to take heart, since 80% of project management is communication. In fact, according to the project management institute (PMIs) highly effective communications are more likely to deliver projects on time and within budgets

### 2.3.3 models of project communications.

Communication is a two-way process of transforming information or data from one-person entity to the others; today there are three models of communication. The purpose of a model is to offer a visual representation at a concept with the intent of facilitating the understanding of it, traditionally speaking there are three standards models of communication process.

- Linear communication model
- Interactive communication model
- Transactional communication model

**Linear communication model:** there is a bit of a debate about the linear communication model and how it recognizes (doesn't recognize) the concept of feedback. The linear model's behavior is believed by its name, where a sender encodes a message via a channel and the message is decoded by the receiver. It is straight line communication found typically in mass communication.

**Interactive communication model:** simply put, the interactive model takes the linear model and multiplies it times two with a quick flip of return messages. It now allows for a feedback element because after a message is encoded and sent to decoding receiver, the roles then reverse and the receiver encodes and sends who has now turned receiver. It sounds more confusing than it is envision on exchange of text message where by your friend sends you a message and you responds to it.

**The transactional model:** This communication model becomes more sophisticated. This model depicts face to face interaction, or “trans-action” as dynamic and changeable process that is not limited to simple definitions. In the transactional model receiver and sender can play the same roles simultaneously, as sometimes happens a message can be sent back and forth simultaneously

It appears chaotic and ineffective, but some time communication is just that. Throw in some noise and it would be a wonder whether any message is conveyed successfully in this environment (Gavi Z,2013)

### **2.3.4 PROJECT COMMUNICATION AREAS AND PROCESS**

Project management is a relatively young, very much practice-oriented discipline the theoretical foundation for project management is based on methodological frameworks which embrace best practice and recommendations collected on the bases of past projects experiences of many experts working in the field. Two the most known and applied are:

Project management body of knowledge provided by American based organization project management institute and prince2(abbreviation from projects in controlled environment) owned by the British office of government commerce (OGC).Both frame works provide a set of best practice that can be individually adjusted to the needs of an individual project.in this section these two theoretical foundations for project management will be discussed in respect two recommendation for project communication management

According to the methodology of PMI or PMBOK: Project communication consists of the following process:



Process	Key concepts in the methodology
1. Identify project stockholders:	stakeholder analysis: <ul style="list-style-type: none"> <li>• Identify</li> <li>• Asses impact</li> <li>• Asses potential reactions</li> </ul> Stakeholder strategy Stakeholder analysis matrix
2. plan communication	Communication needs Communication technology Communication models Communication methods <ul style="list-style-type: none"> <li>• Interactive (two or more parties involved)</li> <li>• Push (sending to recipients)</li> <li>• Pull (large volume of data)</li> </ul> Key output: communication plan
3. distribute communications	Information distribution tools <ul style="list-style-type: none"> <li>• Hard-copy</li> </ul> e-communication and conferencing
4. Manage stakeholder expectations	Inter personal skills: building trust, revolving conflict, active listening, overcoming resistance to change Management skills: presentation skills, negotiating skill, writing skill, public speaking
5. Report performance	Form and cycle of project status reporting methods and tools <ul style="list-style-type: none"> <li>✓ Variance analysis</li> <li>✓ Forecasting methods</li> <li>✓ Earned value analysis</li> </ul>

Table 2.1 key process of project communication management (PMBOK 2008)

Depending on the project phase, specified communication tasks need to be carried out.

The following table summarizes the main communication tasks; the project manager should concentrate on during the project life cycle:

Initiating	planning	Executing	Monitoring and controlling	Closure
<ul style="list-style-type: none"> <li>- Identify the needs of the business/rational for starting the project</li> <li>- Identify main stakeholders of the project</li> <li>- Communicate the key goals/purpose/business case for the project</li> </ul>	<ul style="list-style-type: none"> <li>-Prepare a project communication plan</li> <li>-prepare change management plan (if necessary)</li> <li>Communication key assumption /goals/project plan on the project kick-off meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Execute project communication plan</li> <li>- Manage changes to project communication plan</li> <li>- Adjust communication to project needs</li> <li>- Implement change management plane (if necessary)</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare and deliver project status reports according to the communication plan</li> <li>- Escalate issues out of project tolerance to the treeing committee</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate project closure to stakeholders</li> <li>- Obtain product acceptance protocols</li> <li>- Conduct lessons learned workshop</li> </ul>

Table 2.2communication and project life cycle (PMBOK,2008)

In the prince to framework. there is no explicit emphasis on the area ‘communication management’ in that sense that communication is not highlighted as a separate area of methodology. Continued business justification is a basis for the decisions on project continuation during the stages of project life cycle. If the business case is no more valid, the project should be terminated. At project gate reviews, the business case needs to be verified according to project

status and organizational environment. communication is an important factor in gathering all the data necessary to review the business case and take a decision.

Themes	Key aspects of communication
Business case	Communication activity with the user on benefit definition; communicate business case to decision makers, communicate to key project benefits and cost to project stakeholders; carry on the communication on the project benefits across project life cycle; confirm the achieved benefits after the project closure
organization	Communicate key project roles and responsibilities to project stakeholders ;(three crucial roles in the project are defined: business, users, as well as suppliers) answers the question who is who in the project on three governance levels: project delivery (team), operational management (project manager), as well as strategic project management (steering committee); the project manager works out project communication strategy.
Plans	Prepare project plans: project plan. Stage plan, team plan (including project communication plan), adjust the plan at the end of each stage for the next stage of the project; specify and communicate where, how and by whom project task will be carried out; prepare exception plan in the case the project needs recovery actions.

quality	<p>Communicate key quality rules and procedures to make sure that project products meet specified expectations; prepare and communicate the description of the final project products as well as the description of detail project products; plan and organize quality reviews during the project, conduct project deliverable acceptance procedure.</p>
Risk	<p>Set up and communicate project risk management procedures: identify, asses and manage project risks; to be carried out in a systematic way on a continues basis during project life cycle. The risk management cycle is embedded in the project and consists of the following stages: identify (context and risk), asses and evaluate impact on the project, plan responses strategies, implement communicate. Communication is the core of the process and strongly interrelated with all the above risk management stages and embraces risk and status reporting in the project.</p>
progress	<p>Setting up and communicating mechanism which make comparison of project plan to actual realization possible. In addition, this area makes project forecasting activity possible: this means on the basis of current project assessment the forecast for the project's parametere (cost, time and scope) at its closure may be extrapolated. An important part of this area is to detect issues and initiate corrective</p>

	action. This can be mostly done on the basis of regular status meetings and communication with team members.
change	Communicate issues in the project, which may change the base line of the project. Change may embrace: general project issues, change request or off specification. The project manager needs to carry out the change management process during the project and communication issues that may bring the project out of tolerance to the steering committee.

Table 2.3 themes and communication management (based on prince2 foundation,20120

### **2.3.5 COMMUNICATION MANAGEMENT TOOLS AND TECHNIQUES**

A basic tool to structure project communication is communication management plan, which should be prepared in the planning phase of the project. This plan documents how the project manager will manage and control communications. Such a plan is especially important in complex project or programs as well as engagements conducted with in a consortium of partners. Generally, the more possible communication channels the more careful and structured communication plan should be. For engagements conducted with in small teams, there may be no need for a formalized plan, verbal arrangements on how to communicate can be sufficient.

Communication plans need to answer the following questions:

- What needs to be communicated?
- What is the purpose of communication? (Why?)
- Who is the target of communication?
- When communication should be issued(frequency)?
- What is appropriate type/mode of communication?
- Who is responsible for issuing communication?

Usually, communication plan should embrace several levels of project management:

Management meeting plan, team meeting plan, as well as program/steering committee meeting plan. Below there is a practical example of a simple communication plan from a real project

Types of meeting	Frequency	Participants	Outcome	acceptance
Steering committee	Once a month (is necessary)	SC members and invited project stakeholders	SC protocols	
Project status meeting	Once a week	Project manager (vendor team), project manager (client team), Teams leaders, other invited team members.	Project status reports	Project managers (venders/clients)
Project meetings	On an ongoing basis (according to project schedule)	Implementation teams, leaders and team members.	Meeting minutes	Team leaders

Table 2,4 example of a project management plan (based on R, Mulcahy 2015)

### 2.3.6 CHALLENGES OR OBSTACLES OF PROJECT COMMUNICATION

In a project there is large or small communication challenges. These challenges seem to crop up often yet the good news is that they can be addressed. The following are some of the biggest challenges:

- **Poor Planning**-This shows up in several ways: a lack of information, wrong information for the audience and information at the wrong time.
- **Ineffective messages**-theses cause delays in action or decisions, mistakes due to misunderstandings and confusion about what is happening.
- **Organizational issues** –In some organization team members are assigned to multiple projects which means the PM is competing for their attention, virtual teams are becoming more common

which adds complexity to communicating, and working globally introduces delay due to time zone difference

- **Language constraints**-As a business becomes more global language barriers can get in the way of communicating effectively. Different meanings for words and gestures, lack of common language among a global team and cultural communication styles are all issues the PM must learn to handle.
- **Styles and skills**- The communication style and skill level of the PM can introduce challenges. Very direct people can seem overbearing to those who are indirect while indirect people seem to never get to the point direct communicators.

### 2.3.7 COMMUNICATION BARRIERS

Communication is considered ineffective where poor listening and understanding, no clarity in communication, irregular timing of information share use of jargons, making sarcastic statements, being careless with words, attaching emotions to speech, adopting poor non-sense communication and denying useful thoughts in communication for information is not shared and leads to failures. In effective communication facilitates the success of a project, because of project managers' lack of ability to control the communication system, the familiarity of projects always happens.

Common barriers of communication to effective communication

- ✓ The use of jargon over complicated and unfamiliar and technical terms
- ✓ Taboos and emotional barriers
- ✓ Physical barriers in the workplace include

1 territorial demarcation, empires and fiefdom into which guests are not allowed

2 office closing, barrier screens at different locations for different people in the work due to status

3 wide working locations in the same unit that separates every one

Studies indicate that one of the most important influencers in constructing cohesive teams is proximity

- ✓ Perceptual barriers this will be hard to work out how to improve communication skills the main difficulty with communicating with others is that we all see the world differently
- ✓ Emotional barriers are one of the chief barriers to open and free communication barriers. The emotional barriers are organized mainly of fear, mistrust and suspicion. The main reason of emotional mistrust of others lies in childhoods time and infancy when we

are thought. While some cautions could be wise, highly excessive fear of what others might think stunts our development as a very good communicators and capability to create meaningful connection one and other

- ✓ Cultural barriers this is the other factors for successful communications, since in a group there are different cultures customs language and others have great influences in effective communication. the group rewards such behavior through acts of recognitions, approval and inclusion .in groups that are ready to accept you
- ✓ Language barriers our language may presents barriers to others who is not familiar with us at any time before the time with our expression .in the world market the greatest compliment we can pay to the other person is to communicate them with their languages
- ✓ Gender barriers there are well known difference between the speaking ways of female and male
- ✓ Interpersonal barriers there are many ways people can distance themselves from one another
- ✓ Improving communications skills working on the way of improving your communication is a broad –brush activity (Oniel Williams,2019)

#### **2.4 COMMUNICATION CHANNEL METHODS AND SOURCE OF COMMUNICATION**

Harris Nelson (2008) shows both upward and downward are relevant by enforcing higherchical nature of organization to do day today activities and instructions on the other way the upward communications only give suggestions. There are many channels exists in deferent sectors with different level of effectiveness and efficiency. if communication in project is bad, the project is likely to under risk and underperform but on contrary if the project communication is good, the project the overall effectiveness is also be good (Wallace,2004) selects out the kinds of medium of channels chosen by the project manager may be dependent on the richness or effectiveness of the channel of medium so, some of the channels are discussed below

**Report is** a medium of communications for giving an account executed event within the organization. report contains detailed information based on investigation that is sent to the officials concerned .it is an excellent nature of internal communication (Wallace,2004)



**Notice board** these types of mediums is used to send message to workers or employees and it is usually time bounded and attractive and should be placed where employees are able to see (Wallace.2004)

**Interview** this is a dialogue between two or more people to do discussion about an issue by asking and answering questions on deliberate case of the interview

**face to face communication channel:** is also called personal communication channel is one of the very richest channels of communication which is used within an organization. this communication needs absolutely the physical presents of and the sound of the speakers or communicators voices and gesture expression help recipients of the message understand the message as speakers wish. Communication channel is means in that people in an organization do understand each other. thought must be given to what channels are used to complete various activities. since using an inappropriate channel for an activity can led to negative consequence complex message require rich channels of communication that facilitate interaction to insure clarity (Oniel Williams,2019)

Under face-to-face communication channel body gesture is very interesting to make clear ideas to audiences. The posture of our body relative to a chair or another person is another powerful silent messenger that conveys interest, aloofness, professionalism or lack of thereof.

### **Written method of communication channel**

In contrast to verbal communications, written professional communication are textual messages. this method of communication channel should be used when the message does not need physical interaction to communicate to workers in site. policies, letters, memos manuals, notice and announcements are all messages that work well for this channel. Written communication channels are used when a message does not need interaction one another.

**Telephone communication channel:** it is the transition of speech over distance location may be by electronic signals propagated along conductors or by radio signals. Telephone communication permits conversation to be carried out on between people separated by distance. telephone communication is one of the best methods of communication in the current situation in which globalization is at its tip level.it is very important to every nation business as a whole to the glob.

**Email/internet:** In the ever-growing world real of digital communication social media is what we all hear about. however, in today globs of endless connectivity the greatest opportunity to get constituents on a rapid, low cost. And wide scale still lies in email communication.so, in past and now email has many advantages:

**1 Email** can give information from a trusted authority: email represents permission-based communication since individuals may subscribe to receive content only from source. Email is a method which connects or fill the gap between civil authorities with information and the individual who want to listen them

**2 transparency** of information email communication also allows governments to prove their commitment to transparency and clear communication essential local information. Such commitment reinforces a foundation of trust between ordinary peoples and leaders, which is imperative to the success of any municipality

**3 proactive distribution of information** –communities expect leaders to provide them with news and information as soon as possible that has the potential to impact their lives.as a central hub to all local decision making, news and resource individuals not any expect their local government to provide valuable information but to do it timely. Email allows governments to distribute information as soon as it is available. Once no other medium is providing as effective a plat form for mass communications as email.

**4 Remote accessibilities: not** only does email communications allows for the proactive outbound distribution of information such as government news due to that popularity is increased, in 2020 50 percent of email communication is carried out though mobile accounts

## **2.5 EMPIRICAL LITERATURE REVIEW**

The empirical literature review is the other types of literature which mainly focus on related articles, journals and books which are related to the title of the research. Project communication is one of the ground stone of project management main areas (cost, time, scope and quality) as well

as for the means to achieve the tradeoff of the project management areas. Particularly, construction projects are usually involving the transfer of information, generic term that embraces meaning such as knowledge, processed data, skills and technology (D. Andrew).

Communication with in project-based environments presents especial challenges. This is especial true with in the construction industry, where interaction tends to be characterized by unfamiliar groups of people coming together for short periods before disbanding to work on other endeavors (Z. Irani,2001)

The efficiency and effectiveness of the construction process strongly depend on quality of communication .In literature four reasons are mentioned why improvement in communications are needed .The first reason is that an improvement in the communication with in the building team, in project teams and between project manager and contractors,could reduce failure.Second,more open communication at all levels could lead to innovations and better technical solutions .Third, communication improvements in early phases of projects would positively influence the quality as perceived by all stakeholders involved.Finally,improved communication during the briefing might lead to better decision making.(L.hoezen,2001)

Communication is essential to all activities; it enables an organization, and is an integral part of the construction process. Beyond the argument, any improvement in communication can improve an organizations operating effectiveness. Good communication with in an organization and between organizations contribute to the construction project can improve motivation levels and improve the process. Conversely, inadequate communication can result in a demotivated work force and lead to problem in construction.

Construction projects are complex and risky, requiring the active participation of all contributors. Co-operation and co-ordination of activities through interpersonal and group communication are essential in ensuring the project is completed successfully. Poor communication, lack of consultation and in adequate feedback are to be found as the root causes of defects in many constricted works. Poor co-ordination and communication of design information led to design problems that cause design errors. Communication is the one aspect of the management of project that pervades all others. Given that construction is such a fragmented, dynamic and disparate

sector, the challenge of communicating effectively is greater than most other production environments. Contractually, driven relationships, conflict and a lack of mutual respect and trust, all combine to hinder open communication and render the role of the project manager extremely demanding and problematic. Nevertheless, addressing communication in the industry can be seen as principal enabler for improving the industry the future. (H. Michael and P. Matous,2011)

Since the early 1940s, literature on communication in construction has appeared mainly based on the situation in UK. Many problems concerning communication have been reported, with a focus on intra supplier communication within the construction sector; demand-supply communication during the design phase; and communication between and within single demand and supply side parties, during whole construction process. With the globalization of the construction industry, emerging issues in construction communication in international context, such as problem solving in international projects have started to receive more attention. (Christopher A.2003)

In conclusion, many of these studies show that project communication in project has impact on project performance using different analysis. The review of the studies shows that little. To ensure that the success of a project much information, including expectations, goals, needs, resource, status reports, budget and purchase request, need to be communicated on regular basis to all the major stakeholders. Effective project managers spend about 90% of their time in communication with the team members and other project stakeholders, either they are internal (at all organization levels) or external to the organization (Ksenijaculo, Vladimir skendrovic 2010)

## **2.6 CONCEPTUAL MODEL**

This study will try to Annalise project communication method, project communication technology, project communication type, project communication channel applied by team members in meskel square integrated new project to show the relationship project communication and total project performance from initiation to completion for meskel square integrated project. Here in this project, there are two variables: one, the dependent variable and two, the independent variable. Independent variable are factors which are not affected by the communication and the dependent variable are factors in which the change can be measured and observed, because of the interference of indepenant variables.

Independent variables

Dependent variable

Project communication type

Project communication channel



Project performance

Project communication technology

Project communication method

Barriers of effective communication

**Fig2.1**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

In this chapter I tried to discuss activities and procedure gone .it mainly focused on design of resource, population target, method of data collection and tactic or technique and consideration of ethical back ground of the research.

#### **3.2 DESIGN AND APPROACH OF THE RESEARCH**

To make success the objective of the project, the research is focused on applying quantitative approach method for gathering data in primary case by applying questioner and interview to explain or analyses and identify the effects of project communication in the performance of meskel square integrated project. After the design of the research, there is an explanation or an explanatory variable to identify the relation of variable which are dependent and independent variables that pertain the objective of the study. This type of research is relatively organized. The main objective of the research to understand effects of explanatory variables over explained variable (Mohamed, Denu and Ensermu ,2014)

The explanatory research is started with general idea and uses the research as a tool that could lead to subjects that would be explained in the future. It is meant to provide details where a small amount of information exists for a certain product in mind of the researcher'

It will not aim to give final and conclusive result to the researcher. It does not aim to provide final and conclusive answers to research question. But allows the researcher to extract the research with a varying level of depth(yousef,2017)

#### **3.3 SAMPLE SIZE OF THE POPULATION**

To compare and contrast the findings by analyzing the effect of project communication on project performance of meskel square integrated project. The sampling technique was being used in terms of simple purposive sampling method by distributing questionnaire and doing interview, for Meskel square project workers which is at the end of construction process project. Sample

population for this study is 24 respondents who were originated from project stakeholders selected randomly {such as contractors, clients, consultants and project teams even project manager, suppliers, engineers etc.}

### 3.1 Collection of data

The data was collected through questionnaire, interviews, using this; the response to the questionnaire will be based on five-point Likert scale research technique in order to make project teams response to each statement based on their own agreement or disagreement to the questions.

### **3.2 The primary data**

that are collected through Likert scale technique will be analyzed by using stoical tools and SPSS software to critically analyses the data collected and compare and contrast or define the result using software reliability of result test will be undertaken to measure the relation and correlation of the factors by internal consistency using Likert scale. Primary data is a type of data that is collected by researchers directly from main resources through interview, surveys, experiments and questionnaires. Primary data are usually collected from the sources where the data originally originate from and are related as the best kinds of data. Some common advantages of primary data are its authenticity, specific nature and up to date information primary data is very reliable because it is usually collected directly from the original sources.

### **3.4 ETHICAL CONSIDERATION OF THE RESEARCH**

The main ethical issue that can be raised regarding confidentiality of the information or the data collected through the questionnaire and seeking proper authorization from the respondents in using their responses for analyzing and reporting, will be acquired a permission letter from the university under study and also will be send a letter stating the purpose of the research and the usage of the data assure that will be treated with the most discretion along with the questionnaire to the target population.

## CHAPTER FOUR

### 4.1 INTRODUCTION

This research paper is organized based on Likert scale technique of gathering information through questionnaire and the study analyzed and discussed effects of project communication on Meskel square project performance and some recommendation for the upcoming same projects as learning and reference

### 4.2 RESPONDENTS DEMOGRAPHY

As usual, before the data analysis and discussion were undergone the demographic characteristics of respondents was undertaken. From this analysis of demography, majority of the respondents were males that mean,62.5% of the respondents were males and the remaining were females that is 73.5% were female. This can be shown in table and by graph as follow.

Table 4.1

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MAL	15	62.5	62.5	62.5
	FEMALE	9	37.5	37.5	100.0
	Total	24	100.0	100.0	

#### Sex of respondents

In addition, most of the respondents (20.8%) were also between 26-30 years and 29.2% of the respondents were between 36-45 years old ,4.2% of the respondents were between 20-25 and the remaining 33.3 between 31-35-year-old, the remaining 12.5% and 4.2% were 46-55 and >56 years old respectively. This can be shown as follow in table and grape



### Age of respondents

Table 4.2

<b>AGE</b>					
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Valid id	20- 25	1	4.2	4.2	4.2
	26- 30	5	20.8	20.8	25.0
	31- 35	8	33.3	33.3	58.3
	36- 45	7	29.2	29.2	87.5
	46- 55	3	12.5	12.5	100.0
	Total	24	100.0	100.0	

Source own survey (2021)

Concerning academics status, 62.5% of the respondents were bachelor's degree gradutors and 29.2% of the respondents are also Master's degree gradutors, but 0% had an education quality of from elementary to high school and 8.3% diploma level quality each. And lastly 0% of the respondents were PHD degree gradutors.

This description can be illustrated by table and graph as follows

Table 4.3

EDUCA					
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	DIPLOMA GARDUATE	2	8.3	8.3	8.3
	BA DEGREE DRADUATE	15	62.5	62.5	70.8
	MA GRADUATE	7	29.2	29.2	100.0
	Total	24	100.0	100.0	

**Academicals quality**

So, statistically the above demography’s can be summarized in the following table

Table 4.4

		Sex of respon dent	Age of responde nt	Acade micals quality	Experie nce	Positio n respon dent	Others positions
N	Valid	24	24	24	24	24	24
	Missi ng	0	0	0	0	0	0
Mean			2.96	3.17	2.63		
Median			2.82 <sup>a</sup>	3.26 <sup>a</sup>	2.67 <sup>a</sup>		
Std. Deviation			1.459	.963	1.013		
Minimum			1	1	1		
Maximum			6	5	4		

a. Calculated from grouped data.

And addition the respondent's position was different so, according to the information given under the quastinare 37.5% of the respondent were under the contractor department and 25% of the respondents were also from the sub-sub-contractor and 16.7% of the respondents were consultant and 20.8%client. But the remaining 0% were from other departments.

So, this can be shown in table as follow.

Table 4.5 Tabular presentation Position of respondents

POSITION					
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	CLIENT	5	20.8	20.8	20.8
	CONTRACTOR	9	37.5	37.5	58.3
	CONSULTANT	4	16.7	16.7	75.0
	SUB- CONTRACTOR	6	25.0	25.0	100.0
	Total	24	100.0	100.0	

### 4.3 COMMUNICATION SOURCE AND NECESSITY.

After the discussion of demographic situation, the research focused on examining the data that get the proposed objective .by distributing and interviewing the respondents the answered the channels they usually used in project activity time at the meskel square project with their managers and other administrative team member's respondents were asked to select among the given choice like face to face, telephone, email., memo and grapevine. The responses showed that 54.2%,19.8%,14.2%, 10.2% and 1.6% of the respondents use face to face, telephone, memo email and grapevine respectively. The most of respondents use face to face communication style

**FACETO**

		Frequency	Percent	Valid Percent	Cumulative Percent
4.6	Valid EXCELENT	13	54.2	54.2	54.2
	VERY USEFUL	5	20.8	20.8	75.0
	USEFUL	5	20.8	20.8	95.8
	SOME HOW USEFUL	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

What we understand from table 4.6 is that most of the respondents frequently used face to face channel method to communicate with one another and with their managers that means 54.2% of the respondents saw the face-to-face channel method as an excellent communication method. And the remaining 20.8% respondents choose face to face communication channel method as very useful and useful respectively and 4.2 of them chosen somehow useful

**TELEPH**

		Frequency	Percent	Valid Percent	Cumulative Percent
4.7	Valid EXCELENT	11	45.8	45.8	45.8
	VERY USEFUL	13	54.2	54.2	100.0
	Total	24	100.0	100.0	

Like the above explanation in this case means as shown in table 4.7 respondents had chosen telephone as the very useful method of channel communication to communicate in the project with their managers, supervisor and coworkers. That means 54.2% of respondents had chosen telephone as very useful method of communication channel but not excellent.

**WRITEN**

4.8		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	EXCELENT	11	45.8	45.8	45.8
	VERY USEFUL	8	33.3	33.3	79.2
	USEFUL	5	20.8	20.8	100.0
	Total	24	100.0	100.0	

And in the same way here in table 4.8 written communication method of channel is an excellent way to communication with one un other.

**EMAIL**

4.9		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	EXCELENT	5	20.8	20.8	20.8
	VERY USEFUL	5	20.8	20.8	41.7
	USEFUL	2	8.3	8.3	50.0
	SOME HOW USEFUL	12	50.0	50.0	100.0
	Total	24	100.0	100.0	

Here email is some extent not useful, since 50% of respondents responded as email somehow useful as it has been seen in the above table 4.9

4.10

GRAPEVIN					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	USEFUL	2	8.3	8.3	8.3
	SOME HOW USEFUL	3	12.5	12.5	20.8
	NOT USEFUL	19	79.2	79.2	100.0
	Total	24	100.0	100.0	

Here in table 4.10 grapevine is not seen as useful in the eyes of respondents, generally most of the respondents had not chosen as the first choice to communicate in the project

### 4.3.1 MEASURE OF EFFECTIVE COMMUNICATION

After analyzing the origin of information and their importance analyzing was made to show how communication is the main strategy and process to meskel square project the one sample test was used to analysis with statistical of 5%. a test value of '4' that shows as there is good communication. this can be shown in table as follows

Table 4.11 shows that the respondents have an agreement of the given set of statements under project communication practice with the mean value of ranging between "3.33 to 4.88: and the standard deviation ranging between "0.338 to 1.021 "the average mean value and standard deviation value are 4.0521 and 0. 31833.So, shown in the table below the value of the all 12-communication practice are below expected value of mean 4 that shows they are less satisfactory

Table 4.11

	N	Minimum	Maximum	Mean	Std. Deviation
Comp1	24	2	5	3.67	.868
Comp2	24	1	5	3.33	.917
Comp3	24	3	5	4.21	.721
Comp4	24	4	5	4.63	.495
Comp5	24	4	5	4.88	.338
Comp6	24	2	5	3.96	.806
Comp7	24	2	5	3.50	.978
Comp8	24	2	5	4.08	.830
Comp9	24	2	5	3.75	.847
Comp10	24	2	5	4.08	1.018
Comp11	24	2	5	4.21	1.021
Comp12	24	1	5	4.33	.917
Average				4.0521	0.31833

source own survey (2021)

**hint**

comp1= You think that project officials in this project say what they mean and mean what they say

comp2= People in top management say what they say mean and mean what they say

comp3= People in this project are encouraged to be really open and can do another

comp4= People in this project can freely exchange information and opinions

comp5 = You are kept informed about how project goals or objective are being met

comp6 = Top management officials is providing you with the kinds of information you really want and need

comp7=Communication or information from other department is detailed and accurate

comp8= You receive information from the sources that you prefer (e.g., from your project manager, project team leader

comp9= The information you receive from another department is consistently reliable

comp10=The direction that from top management are clear and consistent

comp11= Your job is not delayed because you get the information you need

comp12= The direction that from top management are clear and consistent

### **4.3.2 USES OF CHANNELS FOR COMMUNICATION**

Table 4.5 shows the respondents have agreed with the given set of statements asked to know the importance of different communication channels.so, responses were with the mean value ranging between “1.50 to 4.50”and std. deviation ranging 0.629 to1.408 respectively. there as there mean and deviation show the respondents mainly use a channel of face-to-face method types of communication channel.as shown in table the face-to-face communication is the most chosen method of communication method. The mean or the average value of

Face to face communication is 1.75 with standard deviation 0.944 showing that in the projects

Performance the face-to-face method of communication is a very useful medium of communication than the rest of the media and the next useful is telephone with mean value of 1.84 and with standard deviation of 0,509 unfortunately the interviews give less value for grapevine so, according to the value obtained the method of communication can be put sequentially as follows, face to face, telephone, written email and grapevine respectively

### **4.4 THE PERFORMANCE LEVEL OF THE PROJECT**

As shown in the following table 4.12 the average of performance is above the expected mean value which is 4. And. high performance mean is score in pp4 value.so in the project the expected value is relatively met is project goal as far as possible. That means the mean performance of the project is in Avery good status and this show that as there is Avery good communication system for best performance of the project.



### Descriptive Statistics

Table 4.12

	N	Minimu m	Maximu m	Mean	Std. Deviation
PP1	24	1	5	4.00	1.251
PP2	24	2	5	4.08	.776
PP3	24	3	5	4.58	.584
PP4	24	4	5	4.83	.381
PP5	24	3	5	4.75	.532
Valid N (listwise)	24				

Source own survey (2021)

P1 =the project can meet its objective periodically

P2=the project can be accomplished with in budget

P3= The project meets its stakeholder’s satisfaction

P4 = the project is under its scope

P5 = The project provides best client care

Totally to conclude the performance as shown in table 4.12 is in a very good performance or situation since the mean value is above the expectation

#### 4.5 THE RELATIONSHIP BETWEEN PERFORMANCE AND GOOD COMMUNICATION

To get the correlation between communication and project performance all the action as of communication and performance were minimized to two combined variables. that is overall communication and project performance respectively. Many researchers are given great value for this technique.

**Table 4.13** the correlation result interpretation guide

correlation	interpretation
<b>0.00-0.25</b>	<b>Negligible correlation</b>
<b>0.25-0.50</b>	<b>Weak correlation</b>
<b>0.50-0.75</b>	<b>Moderate correlation</b>
<b>0.75-1.00</b>	<b>strong correlation</b>
Source ©schober etal,2018	

<b>Table 4.14</b>		<b>Pearson Correlations</b>				
		perfor mance	experi ence	correct ness	consist ency	Overall communication
per for ma nce	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	24				
Ex peri enc e	Pearson Correlation	.672 <sup>**</sup>	1		**	*
	Sig. (2-tailed)	.000		.		
	N	24	24			
Cor rect ness	Pearson Correlation	.060	.080	1		
	Sig. (2-tailed)	.000	.710			
	N	24	24	24		
con sist enc y	Pearson Correlation	.274	.540 <sup>**</sup>	.065	1	
	Sig. (2-tailed)	.000	.006	.762		
	N	24	24	24	24	
Ov eral co mm uni cati on	Pearson Correlation	.327	.475 <sup>*</sup>	.210	.645 <sup>**</sup>	1
	Sig. (2-tailed)	.001	.019	.324	.001	
	N	24	24	24	24	24
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

The overall results shown in the table 4.14 shows as there is positive and significance relationship among communication and project performance the correlation result ( $r=0.327$ ,  $p<0.001$ ) indicates that communication is able to give detail explanations 32% of variations in project performance. This is a signal of a positive relationship between good communication and project performance going on in meskel square project. the output shown on experience ( $r=0.672$ ,  $p<1\%$ )

also indicates that as experiences of workers increases the performance of the project will increase.

In less ways the indicators of overall communication result indicate as there is a positive and significant relationships among all variables and project performance. That is the static of correlation for overall communication

( $r=0.327$ ,  $p<1\%$ ), for experience ( $0.672$ ,  $p<1\%$ ) for correctness ( $0.06$ ,  $p<1\%$ ) and consistency ( $0.274$ ,  $p<1\%$ ) showed that increase of communication clarity has an effect in the project performance for experience, correctness and completeness

As generalization the above table gives us clear information concerning the project performance and effective communication system.

#### **4.5.1 ANALYSIS OF REGRESSION**

This part gives the output of the regression analysis conducted to assess the effects of good communication on meskel square project performance. the linear regression technique of analysis was used to conduct analysis diagnostic test for multicollinearity and fitness model were used by applying variance inflator factor (VIF), F-test and R –square statics. the output is shown in the table15 indicate that the collinearity problem was decrease or low .and the outcome of VIF were all below 10 the conditional indices were small that is below.

Table 4,15

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.263	.184		1.428	.000		
	performance	.182	.010	.666	18.206	.000	.531	1.883
	Experience	.192	.019	.436	10.362	.000	.401	1.497
	correctness	.176	.016	.300	10.776	.000	.913	1.095
	Consistency	.202	.034	.226	5.971	.000	.498	1.009
	Overall communication	.178	.024	.278	7.514	.000	.520	1.924
	R Square			.650				
	Adjusted R Square			.634				
	F-test			16.39(5167)				**

a. Dependent Variable: PP

An analysis of the fitness of the model assured in significant static value Computed with overall F-statics (F (5,167) =16.39, P<0.001} was significant according to adjusted R square of 0.65, recommending that 65% of the variation in project performance can be accounted by independent variable the standardize output the scale of academic and work experience of the performers has e a very great significant impact on the general performance of the project with estimated value of standardized coefficient of .436(sig=0.000).and consistency(B=.226;P<0...1)the result also

shown all the correctness (.300; $p < 0.001$ ), have proportional relationship and significant effect on the performance of the project. This as general illustrates that when project communication and, tactic and technique improve the performance of the project has also a great chance to increase, the overall and standardized coefficient of communication obtained to over all good communication 0.278( $p < 0.001$ ) shows the general effective communication has a very great significant on project performance.

#### **4.6 COMMUNICATION BARRIERS**

This part has to get the influencers that could be considered as barriers of communication in project performance of meskel square project activity. the response from responders advises that factors or influencers such as listening selectively, distraction, rationalization, time pressure, overload of communication, information distortion and prejudice were some of obstacle factor for good project communication performance in different projects. the following table 16 that is a general summery of an output that shows the relationship between communication and project performance .as it has been shown in the following table there is no this much amount of significant in value or weight which is being observed as barriers for communications effectively in the project of meskel square as a means of real barriers were very similar.

On the other way the sample test produced shown even if all the means are very close, in contrary of the predicted weight of one for every barrier; every barrier is be able to expressed in significant sense. The test value 1 was used to show the irrelevance of or value of the known barrier to communication that really shows that also illustrates how much of the respondents say strongly disagree to factors as barriers of effective communication system. Because of this the respondents give the barriers were influencers that show the effects of barriers over project performance played a very great influence .and also distortion and distraction were leveled as the main or strongest limitations of good communications (see table 16 below)

Table 4.16

<b>Communication barriers in project</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
BARRIER1	24	1	4	3.08	.830
BARRIER2	24	2	5	4.21	.658
BARRIER3	24	3	5	4.46	.658
BARRIER4	24	2	5	4.50	.885
BARRIER5	24	4	5	4.92	.282
BARRIER6	24	1	5	2.21	1.532
BARRIER7	24	2	5	4.71	.690
Average mean & std deviation				4.01	.790

own source (2021)

Barrier1 =selective listening

Barrier 2=distracton

Barrier 3=time pressure

Barrier4 =communicating overload

Barrier 5=misinformation

Barrier 6=rationalization

Barrier7= prejudice

## **4.7 INTERVIEW FINDINGS**

To finalize the discussion part, the interview was presented to top management staffs and an interview was undertaken. The top managers were interviewed about the ways and method of communication and lastly they gave their suggestion how to improve concerning the communication method and system applied in meskel square project, the top officials assured that upward, horizontal, and vertical systems were applied in the project and formal and informal method of communication was used. and in addition the respondents approved that the most

practicable style and methods of communications were applied. The study also, shows the most usable channels of communication. the interview set out to get channels of communication applied by respondents means by top officials at the time of communicating project task related information with project teams, the finding from the top officials was undertaken to give their attitude about the project performance because of communication and they said that communication is base for one project and failure, and this this project there is good flow of information at the right time and to the right person through right ways

#### **4.8 RATE OF RESPONSES**

Response rate is measure of level in determining success or quality reached by in collection of data by Out of the 24 questioners distributed, all of them were collected. that is very good status to continue to analysis and discussion part. (Fincham,2008) response is the ratio of respondents to the sample variable. the questionnaire was organized in five Likert scale technique, namely strongly disagree. disagree, neutral, agree and strongly agree. And selectively an interview part was included .so, because of 100% response rate it is enough to analyses the paper.

#### **4.9 RESULT DISCUSSION**

the paper finding showed that communication level is good even if there are some distractions of information that can be problem for project success and as a conclusion there should be improvement in the communications area more and be committed to duty requires open and clear opinions being shared between workers. even If somehow informal, ways and also encouragements form friends who work together usually not better worker performance and effectiveness .in addition there may be negative implication of dampening sprits of workers and discourages employees or project teams, the implication is that horizontal communication must be improved .And project management system must be installed to be effective in the performance of the project .doing this it is possible to do together to success tower at the right time and with allocated budget with the given quality in the project distortion and omission of information flow among workers harts the project in many cases.in the project three should not be any misinformation and luck of information flow from top official to lower workers general the

communication system in the project is very good and it need to be continued to the next same projects going to be constructed at different areas and locations. The findings showed that completeness correctness consistency clarity correctness of communication significantly encouraged the project performance. because of this the flow of information which is being observed now has to be continued and encouraged for more and better performance of the project.so all information that is very important to the success of information has to flowed or made available in downward communication channel system, since knowing what is going to be done is very crucial to success in any work



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 INTRODUCTION**

The research was undertaken to analyses and determine the effects of effective communication on the total performance of Meskel square integrated project. Therefore, the major findings and discussion had been taken place in the analysis and discussion parts of the research

#### **5.2 SUMMARY OF THE DISCUSSION**

This paper tried to analyses the effective communication on the performance of meskel square integrated project as a case study of this research project. It evaluated and measured the communication method, style and system of meskel square project work.it effectively measured the good performance of the project called meskel square integrated project.

And also, tried to analyzed the relationship of project performance against project communication system, and also the channels of communication applied by the project managers and project team as well as other stakeholders of the project and tried to show the best methods of communication and channels of communication actually applied and used in the site of the project. And finally, the research tried to show the major barriers of communication in the project performance. for this research mainly primary data and interview system was considered using purposive sampling.

For this a sample of 24 workers were selected and questionnaires were distributed and the higher officials were interviewed concerning the method of communication and channels of communications applied in the project site. In the analysis the researcher tried to apply the tables, graphs and correlations.so, the findings showed that as there is a lot of communication systems. In this project formal and informal channels of communication systems were used .so, according to the respondents' data collected they used face to face, written, telephone and to some extent e-mail to communicate one another and in lower-level grapevines or rumors prove necessary channels of communication.

And in this research the project is well performing its objective. Because the project is able to meet its objective to nearly in time, in budget, in the scope, and in its quality and care of client's satisfactions and stakeholder's attitude on the project performance.

In addition, the project is generally inferred from the discussion part that different indicators of performance of project related each other with different measures of effective communication.

Even if this project used different technique of communication channel such as face to face, written, telephone and internet and to some extent grapevine/rumors as a channel of communication communications and being found as the most important parts of channels of communication.

And in the last, the research finding concluded that selective listening, distraction, time pressure and communication over load were considered as barriers of communication faced the project during the implementation of meskel square integrated project work. And the other

### 5.3 CONCLUSIONS

The research analyzed the impact and role of perfect or effective communication on the performance of meskel square project in the case of meskel square integrated project work.

It discussed the communication system, communication method and communication style, measured the performance of meskel square project and selected the best and the most useful channels of communication the worker's status view, and also tried to assess the negatively affecting barriers in the communication system

And finally, the study tried to see the relationship between effective project communication and project performance of meskel square integrate project work.

And also, the researcher used purposive sampling technique by selecting 24 workers as a sample in case of meskel square project

In the discussion part the result or the findings tried that in the communication system face to face, written, telephone and internet like e-mail were repeatedly used and with most acceptable channel called face to face and written in the project

And also, concerning the barriers of communication were selective listening, communication overload, time pressure information distortion, rationalization and prejudice were considered as barriers and breakdown of communication system for effectively implementing project work and to be effective and efficient in the project performance, in case of meskel square integrated project.

And at the end, various indicators of project performance were found such as correlation and regression of the project performance and other factor that affect the performance of the project like communication barriers, channels of communication. methods of communication. The research finding approved the significance of communication with correctness, consistency and reliability of information. Generally, the research tried to assess the relationship of project performance and effective communication is highly dependent on the factors that affect the project directly and indirectly as shown in the meskel square integrated project work

## **5.4 RECOMMENDATION**

Eventhough there is a positive relationship between project performance and effective project communication, it is recommended for further studies on project communication. because it needs further studies in method of technology for communication channel that has lower correlation effect with project performance.

The correlation value found between effective communication and project performance should be improved by analyzing more studies on this title, in addition modern method of communication system should be under consideration by analyzing further on it. In this study a face-to-face method of communication was very unique to give opportunity for management staffs to cover the ordinal worker easily during implementation and construction process and decision making. And at the end the three should be comments, questions and feedback for next effective performance and as history of learning or reference

## REFERENCES

- Zulch B. (2014) The foundation of project management in communication.
- Zewude (2016) The effects of project communication management on performance of construction project.
- Yousef, (2017) Explanatory research definition, explanatory research type, comparison advantage and disadvantage: available <http://scholarshipfellow.com/explanatory-research-definition-type-comparison-advantage-disadvantage/>.
- Weldearegay, (2014) the role of communication in project
- Whited. and Fortune. (2002) current practice in project management projects on empirical case
- Thomas, S.R., Thcker, R.L. And Kelly, W.R. (1998) critical communication management of projects of variable.
- Taleb, h., Ismail, S., Wahab, M.H, Rami, (2017) An overview of project communication management in construction industry.
- Takiml, and Akintoye, (2016)'performance indicator for successful construction project delivered in Nigeria.
- Steyn, H (2008) project management: Multidisciplinary approach 3<sup>rd</sup> edition
- Safa pour, E (2019)'investigation and analysis of the rework leading indicators in construction management
- Rodriguez, (2017)'concept model of communication theories within project processes
- PMBOK 5<sup>TH</sup> Edition (2017) A Guide to the project management body of knowledge,5<sup>th</sup> edition
- Ofori, (2013) project management practice and critical success factor in case of developing country.
- Nguyen, D.S. (2013)'Success factor for building project and managing high performance Global virtual teams'
- Ahuja, Vinita and Shalini priyadarshini. (2015) "Effective communication management infrastructure projects. "Project management national conference, India
- Axley, Stephen R. (1984) Managerial and organizational communication in terms of conduit metaphor." Academy of management review "
- Caltrans, (2007) Project communication hand book. edited by office of project management process improvement

USA: Office of project management process improvement

Crvalho, Marley M. (2008) "Communication issues in project management "Management of engineering and technology.

Flicker, Barry. (2002)" the four myths of project breakdown (and how to transform them into breakthrough)."

Poland, Reynold O. (1983) "Project management communication. "Journal of professionals issues in Engineering.

Fox, s. (2001)." Effective communication: Stone age to e-comm"

Muszynska, Karolina (2015) communication management in project teams practice and patterns

PMI, Project management institute. (2013) A Guide to the project management body of knowledge: PMBOK Guide: project management institute

Van Riel, and Blackburn (1995) principle of communication

Kliem, Ralph L. (2007) Effective communication for project management'

## APPENDIX

### Research questionnaire

Dear Respondents:

My name is Ashenafi Abeza, I am an MA student in Project Management at Addis Ababa University School of Commerce. As part of MA project work, I am studying the project communication and its effect in the performance of Meskel square project

This project work is being conducted for partial fulfilment of the requirements for an award of master's degree in project management in case of Meskel square construction project. All information acquired would be for academic purpose only and will be placed in strictest of confidence.

*Instruction: please put an(X) your response. No need of writing your name.*

### (Questionnaires)

#### SECTION ONE A: Demography

1. Gender: Male {  }

Female {  }

2. Age: 18-25 {  } 26-30 {  } 31-35 {  } 36-45 {  } 46-55 {  } 56 and above {  }

#### 3. Acadamical Qualification:

- Elementary and high school graduate {  }
- Diploma level graduation {  }
- Bachelor degree graduating {  }
- Masters level graduation {  }
- PHD degree graduation {  }

**4.How long is your experience?**

- ✓ 0-5 { }
- ✓ 6-10 { }
- ✓ 11-20 { }
- ✓ 21 years and above { }

**5 what is your position or role in the project?.....**

**Client { } Contractor { } Consultant { } Sub-contractor { } Others please specify.....**

**SECTION B: Measure of effective communication**

Think of communication practice in your project and choose the number that exactly describes your agreements on the following

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

Indicate your choice by placing an (x) under your answer choice

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6	You think that project officials in this project say what they mean and mean what they say					
7	People in top management say					



	what they say mean and mean what they say					
8	People in this project are encouraged to be really open and can do another					
9	People in this project can freely exchange information and opinions					
10	You are kept informed about how project goals or objective are being met					
11	Top management officials is providing you with the kinds of information you really want and need					
12	Communication or information from another department is detailed and accurate					
13	You receive information from the sources that you prefer (e.g., from your project manager, project team leader					
14	The information you receive from another department is consistently reliable					

15	The direction that from top management are clear and consistent					
16	Your job is not delayed because you get the information you need					
17	Most of the information you receive from your manager is accurate and right					

**SECTION C: Communication channels**

18 Which methods of channel do frequently use?

Face-to-face { } Telephone { }

Written { } E-mail { }

19 which channel methods do use to communicate with project manager?

Face-to-face { } Telephone { }

Written { } E-mail { }

By what channels do you communicate with co-workers?

Face-to-face { } Telephone { }

Written/memo/ { } E-mail { } or write other if.....?

20 How do you measure the usefulness of the following channels in the meskel square project

Indicate your choice by marking an(X) of your option.

	Excellent	Very useful	Useful	Somehow useful	Not useful
Face-to-face or project status meeting					
Telephone					
Written					
E-mail					
Grapevine					

**21 project performances**

**To what extent do you agree or disagree to the following statement as indicator of the project performance**

	<b><u>Strongly disagree</u></b>	<b><u>disagree</u></b>	<b><u>neutral</u></b>	<b><u>agree</u></b>	<b><u>Strongly agree</u></b>
<u>The project can meet its objective periodically</u>					
<b><u>The project can be accomplished with in budget</u></b>					

<b><u>The project meets its stakeholder's satisfaction</u></b>					
<b><u>The project is under its scope</u></b>					
<b><u>The project provides best client care</u></b>					

**Barriers of communication systems**

22.To what amount do you agree or disagree to the following factors as barriers in communication systems of this project? Write an (X) in your choice under the option

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Selective listening					
2	Distraction					
3	Time pressure					
4	Communication over load					
5	Information distortion					
6	Rationalization					
7	Prejudice					

23 What are you doing to improve project performance in Meskel square through project communication?.....  
.....  
.....  
.....  
.....

**Interview for project managers**

- 1.By what mechanism do you communicate with project teams? How do you illustrate that communication style in this project?
- 2.What are the channels you use to communicate on the work time?
- 3.What must be done to improve project performance through communication?