

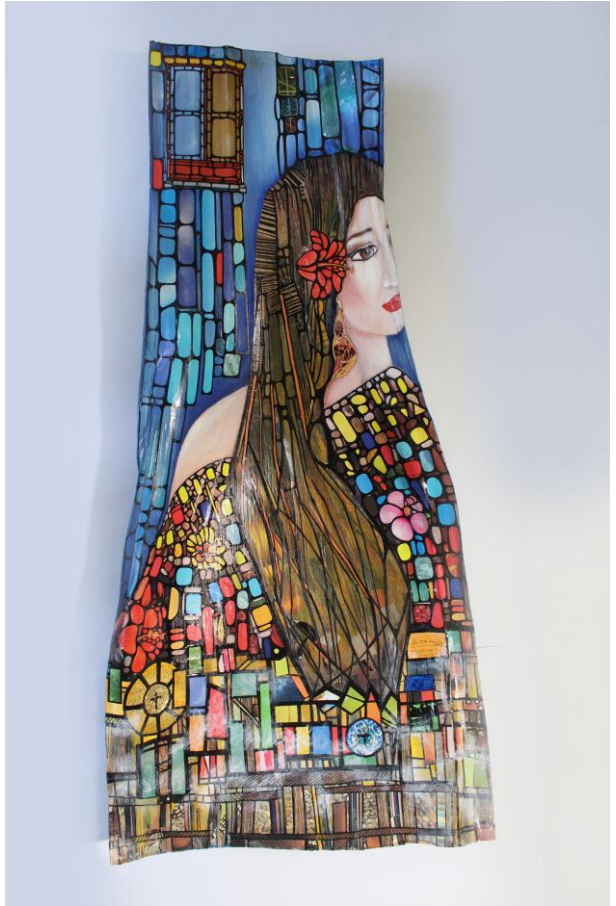
opción

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Assessing the Communication in Maintaining Quality and Timely Delivery of Project

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Abstract

This study measures the role of project manager's communication skill for the maintenance time schedule and quality results of project. Regression analysis was carried out to assess the proposed framework. It is found that communication skill is critical for the success of project in term of timely delivery and maintaining quality of results. This study draws attention of project companies to take interest to develop communication skills of project managers. In conclusion, it is evident that communication plays an important role to complete the project activities on time. Consequently, quality of the project is also affected by project communication.

Keywords: communication, quality, project, management, delivery.

Evaluación de la comunicación para mantener la calidad y la entrega oportuna del proyecto

Resumen

Este estudio mide el rol de la habilidad de comunicación del gerente de proyecto para el cronograma de mantenimiento y los resultados de calidad del proyecto. Se realizó un análisis de regresión para evaluar el marco propuesto. Se encontró que la habilidad de comunicación es fundamental para el éxito del proyecto en términos de entrega oportuna y mantenimiento de la calidad de los resultados. Este estudio llama la atención de las compañías de proyectos para interesarse en desarrollar las habilidades de comunicación de los gerentes de proyectos. En conclusión, es evidente que la comunicación juega un papel importante para completar las actividades del proyecto a tiempo. En consecuencia, la calidad del proyecto también se ve afectada por la comunicación del proyecto.

Palabras clave: comunicación, calidad, proyecto, gestión, entrega.

1. INTRODUCTION

Communication plays a vital role in the success of a project. Sanghera (2009) asserted that the manager who is responsible for the success of a project spend more than 80% of the time in communications. This shows the importance of effective communication in maintaining the quality output of the project and delivery of results on time. Every great project begins with a strong correspondence design. This is only a fundamental methodology that points of interest what effective communication will look like on any given undertaking. A well thoroughly considered arrangement brings

group-wide trust and achievement. The project manager has to communicate with individuals performing different duties having a different level of perception and communication styles. This makes the project communication a challenge for managers. The project manager plays an integral role in communication hence project manager's communication skill matter a lot for effective communication (Abudi, 2013). Moreover, the organizational structure is also important to build an effective communication system for the project. The supportive organizational structure for communication leads to successful project delivery as mentioned by the Project Management Institute.

The governance of the project has a strong and significant relationship with the success of the project as mentioned in previous literature. Joslin and Müller (2015) state that weaker governance system resulting in lower performance. This study follows this general assumption for project management and probes the concept that good governance system leads to the timely and successful delivery of the project (Biesenthal and Wilden, 2014). Joslin and Müller (2015) asserted that communication is considered as the important element of project governance activities. Therefore, the purpose of this study is to explore how communication affects the timely delivery and helps to maintain the quality of the project. This study is focusing on the communication management of managers as responsible for the success of the project. How managers manage their communication and what is the importance of communication for the success of the project in term of timely delivery and maintaining the quality of the project. The study focuses on the importance of project communication

of managers with employees and stakeholders to ensure the success of the project. However, the project type is not considered to measure the effectiveness of communication in different types of project.

2. LITERATURE REVIEW

In modern project management, it has turned out to be more imperative to turn the endeavors toward more efficient methods for communication. The communication just worked like bloodstreams, it pushes oxygen through the body to maintain life. Similarly, communication is the backbone of tasks and project management. The project manager works as the heart attempts to spread important data and communication to maintain harmony among the external and internal stakeholders. This cycle of correspondence and data stream is continuous whereas, without it, project team members can be left pondering where things stand and what choices have been made. Communication covers the viable trade and comprehension of information between interested parties. Powerful communication is essential to the accomplishment of projects. The correct data hosts to be transmitted to significant gatherings, precisely and reliably to live up to their desires. Correspondence ought to be valuable, clear and convenient (Deepa and Seth, 2013).

The communication mainly addresses project team members to make a connection with the external stakeholders. Effective communication is necessary to set clear objectives and needs of

external stakeholder. The employees can get a better understanding of their roles and expectations about their performance (Cervone, 2014). The open communication instigates the employees to look for innovations which enhance the quality of the project and increases the chances of success. Project management institute has published its findings in 2013 by explaining that 80% of successful projects were effective in communication. Moreover, projects those used effective communication systems deliver the results within the stipulated time frame. Conclusively, communication work as a booster which enhances the contribution of project team members towards the successful goal attainment.

2.1. Role of Project Manager

A project manager is responsible for the success and failure of the project. Hence it is noted that project managers spend most of the time in communication. The project manager is involved in the planning, organizing, leading, controlling, monitoring and closing of the project. The common element in all the above-mentioned activities is communication. Campbell (2009) asserted that communication is the most critical factor for the success of a project. Interestingly, communication is also nominated as the most significant factor in the failure of a project. Similarly, communication is found critical for the timely delivery and within cost completion of the project.

The project manager has to build an effective communication channel by keeping in view the audience and the way to communicate a message. The project manager plays an important role to collect and disseminate relevant information to the relevant parties. Therefore, the project manager's communication skill affects the performance of the project in term of timely delivery and quality (Lawrence et al., 1977). Managers need to update the team members about the requirement of their role and the also keep their customers updated about the progress (Odusami, 2002). The best project managers are the individuals who build up the relational abilities to adequately meet the requests of the two sides. The key for good communication for a project manager is to first understand the process of communication. Figure.1 depicts the basic model of communication.

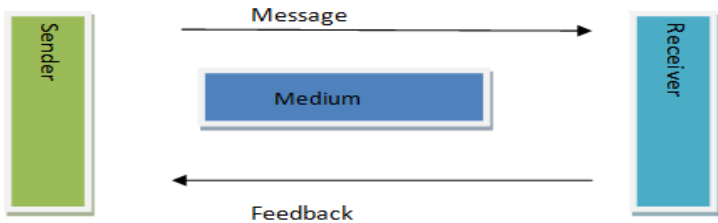


Figure 1: Basic Model of Communication

The process of communication involved sender and receiver where sender details the message to impart, which is implied for a

receiver. The receiver, obviously, gets the message and afterward manages it as per individual responses (Burke and Barron, 2007). The correspondences procedure requires a medium to convey the substance of a message. The medium may take pretty much any frame, every one of a kind in its capacity to impact the accessibility of the recipient. The interchanges procedure requires a message. The message can take a wide range of structures like hard format or soft (electronic) format. Hard format means paper-based communication while soft communication is email or telephone (Clutterbuck and Hirst, 2002). There is a feedback involved in the process of communication the feedback is ranging from simple to complex. The feedback becomes complex when more people are involved in the communication process. The feedback is between the sender and receiver.

The communication skill set of individual explains the ability to interact with customers and employees in an effective manner. To build a good communication atmosphere project manager needs to build a relationship of mutual trust and understanding with project team members. Moreover, a leader with strong interpersonal skills can communicate in a better way because of self-belief and confidence (Odusami, 2002). It found that communication skill is the most important skill as the project managers are continuously involved in formal or informal communication at every stage of the project. Emmitt and Gorse (2003) found that construction project managers spend 76% of their time in oral communication during the whole life of the project. The communication skill set of project manager consists of verbal and non-verbal communication. Furthermore, listening is

also considered as an important element of communication skill of the project manager. Zulch (2014) asserted that listening skill is the very important part of managerial communication skill because effective delivery of message also requires feedback from the receiver. The process of listening others is very important to manage and lead team meetings to solve problems and hurdles during the project processes.

As a project manager, it is important to understand the involved members' values and attitudes, communicate clearly, and consider their opinions. For instance, project managers can use perceptual congruence as an instrument to obtain feedback about their project management practices. Doing so will help foster a climate in which disagreements can be discussed constructively and in turn boost team motivation. Similarly, communicational congruence can be used to determine the effectiveness of communication structures to ensure that all of the team members are aptly informed regarding decisions or changes (Emmitt and Gorse, 2007). The performance of a project is measured as the successful completion of the project in time and produced the final output near to the expected outcome (Barrett, 2006). A common practice to calculate project performance is its schedule and the quality of expected results as said by (Aldawani, 2002). From an execution perspective, it is more advantageous to comprehend what caused the deferrals in schedule and time instead of essentially saying that the undertaking had cost and time overwhelms. Because recognizing issues happening while the undertaking is being produced can give managers a chance to correct issues and to design future activities to guarantee the project stays on track. Nelson has analyzed

failed projects in term of time and delivery and found that the major cause among all other factor was miscommunication or misunderstanding due to unclear messages. From the above discussion, it concluded that the project manager plays an integral role in the communication process among internal and external stakeholders. However, this study only focused on the internal communication between the project team and project manager. It, therefore, hypothesized that communication skill of project manager affects the performance of the project in term of quality and timely delivery.

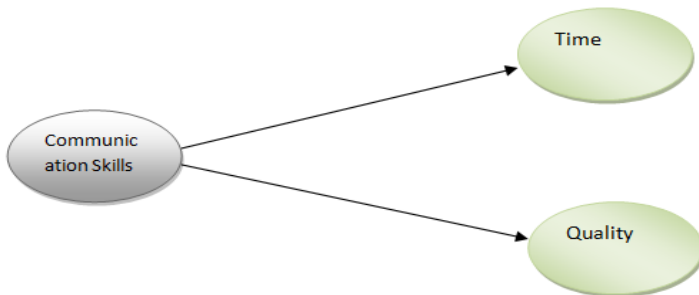


Figure 2: Conceptual Framework

3. METHODOLOGY

This is a cross sectional study to investigate the importance of communication in project success. The communication is measured as the skill of the project manager to communicate with the project team. On the other hand, the project success is measured as the timely

delivery and quality of project output. The projects were selected on the basis of convenience bases due to the time and budget limitations. The unit of analysis in our study was project managers and employees working on the project. The sampling technique to select project managers to record responses and project team members were selected on random sampling technique. Furthermore, data were collected through a questionnaire. The questionnaire was divided into two parts whereas one part measure the project manager communication skill and the other part of the questionnaire measures the importance of communication in timely and quality delivery of the project. The first part of the questionnaire was distributed among project team members to assess the communication skill of relevant project manager. To measure the role of communication in maintaining quality and time, the second part of the questionnaire was distributed among project managers. In total 27 projects were selected for this study. To collect data 150 project employees and 36 project managers were contacted to record responses on the developed framework. Out of total 186 questionnaires, 139 were returned and considered for further data analysis.

3.1. Instrumentation and Measurement Model

Previous research was consulted to develop the instrument of this study. Project manager's communication skill was measured by an adapted questionnaire from. The project performance was measured by quality and timely delivery. These variables were measured by the instrument adapted from (Mentula, 2015). Moreover, the convergent validity, construct validity and reliability of the instrument were measured

by AVE, CR and Cronbach’s alpha respectively. Each item of the questionnaire has measured on a 5-point Likert scale. The respondents were asked to record their responses between 1 to 5 where 1 represents the strongly disagree and 5 represents the strongly agree. As shown in table 1 convergent validity was measured through composite reliability (CR) scores and average variance extracted (AVE). The values of both measures are within an acceptable range (Nunnally, 1978).

Table 1: Convergent Validity of Instrument

Variables	No. of items	CR	AVE	Communality
Communication Skills	16	0.834	0.834	0.8922
Time	6	0.913	0.834	0.7659
Quality	5	0.793	0.712	0.7213

Table 2 explains discriminate validity results. The value of square root of variables should be greater than correlation among variables. Diagonal values in table 2 shows that instrument has sufficient evidence to prove discriminate validity.

Table 2: Discriminate Validity of Instrument

Variables	Communication Skill	Timely Delivery	Quality of Project
Communication Skills	0.9132		
Time	0.643	0.9555	
Quality	0.567	0.633	0.8905

Furthermore, reliability of instrument was measured by cronbach's alpha and the results of reliability test have confirmed the internal consistency of instrument as presented in table 3.

Table 2: Reliability of Instrument

Variables	No. of items	Cronbach's Alpha
Communication Skills	16	0.961300
Time	6	0.96382
Quality	5	0.83846

4. DATA ANALYSIS AND DISCUSSION

The role of project manger's communication skill in timely delivery of project and maintaining the quality of project was assessed in this study. For this purpose, regression analysis was carried out to confirm the relationship among independent and dependent variables. Here we regress timely delivery of project and quality of project against communication skill of project manager. Table 4 and 5 illustrates regression results.

Variables	Beta	Std. Error	T-value	Sig.	Collinearity Statistics	
					Tolerance	VIF
Constant	0.245	1.263	2.625	0.00		
Communication Skills	0.576	0.132	3.821	0.00	0.4123	2.826

- a. Predictors: Communication Skills
- b. Dependent Variable: Timely Delivery

Variables	Beta	Std. Error	T-value	Sig.	Collinearity	
					Tolerance	VIF
Constant	0.298	0.982	4.765	0.00		
Communication Skills	0.672	0.114	5.763	0.00	0.378	2.682

- a. Predictors: Communication Skills
- b. Dependent Variable: Quality of Project

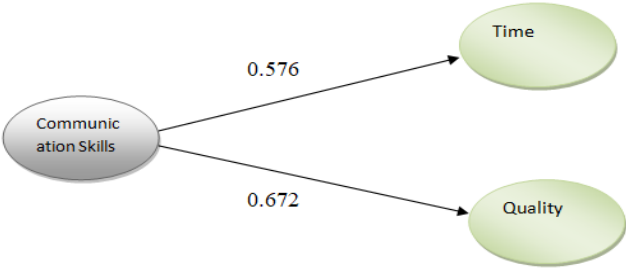


Figure 3: Measurement Model

It is noted that from the above results, communication skills plays an important role for the timely delivery and maintaining the quality of project. The beta value of communication skill when regressed against timely delivery of project is 0.576 with significance level of 0.00. Similarly, the relationship between project manager’s communication skill and quality of project is depicted in table 4. The beta value for communication skills is 0.672 when regressed against quality of project. Both the dependent variables have strong positive

relationship with communication skill of project manager. The role of communication skill and its importance for timely delivery of project as well as maintaining the quality of project has been confirmed in this study. Earlier literature also explains the importance of manager's communication for the effective outcome of project. This research confirms the positive role of project manager's communication skill in Iraqi context. Furthermore, results of this research are in line with earlier studies. Moreover, it has also established that the role communication skills are more significant for quality of project. Furthermore, it is concluded that a project manager equipped with good communication skills will be able to deliver the project on time and maintain the quality of project as expected. The good communication atmosphere reduces the cost and wastage of time to deliver and receive the message among team members at various stages of project.

5. CONCLUSION

It is noted that from the above results, communication skills play an important role in the timely delivery and maintaining the quality of the project. The beta value of communication skill when regressed against the timely delivery of the project is 0.576 with a significance level of 0.00. Similarly, the relationship between the project manager's communication skill and quality of the project is depicted in table 4. The beta value for communication skills is 0.672 when regressed against the quality of the project. Both the dependent

variables have a strong positive relationship with communication skill of project manager. The role of communication skill and its importance for the timely delivery of the project as well as maintaining the quality of the project has been confirmed in this study. Earlier literature also explains the importance of a manager's communication for the effective outcome of the project. This research confirms the positive role of the project manager's communication skill in the Iraqi context. Furthermore, the results of this research are in line with earlier studies. Moreover, it has also established that the role communication skills are more significant for the quality of the project. Furthermore, it is concluded that a project manager equipped with good communication skills will be able to deliver the project on time and maintain the quality of the project as expected. The good communication atmosphere reduces the cost and wastage of time to deliver and receive the message among team members at various stages of the project.

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Annexure

Personal information

Gender: Male Female

Age: 20–25 26–30 31–40 41–50
 >50

Experience: < 5 Years 5-10 10-15 15-20
 >20

Note: Please read the questions carefully and choose the appropriate response regarding each questions related to communication skills of your project manager.

Sr. No	Questions	S. Disagree	Disagree	Neu tral	Agr ee	S. Agre e
	Communication Skill	1	2	3	4	5
1	Express your feeling about the oral communication skill of Your Project Leader					
2	Express your feeling about the written communication skills of your project leader					
3	Express your feeling about comprehensive communication skill of your project leader					
4	How do you rate the dealing of your project leader with people of different background					
5	How are the persuasion skill of your project leader					
6	How are the motivational skill of your project leader					
7	How are the skills of your project leader to resolve conflict					
8	How are the skills of your project leader to maintain harmonious relationship with employees					
9	How are the skills of your project leader to control the meeting talks					
10	How are the skills of your project leader to listen the problems of employees					
	Your project leader frequently discuss about your tasks					

12	Your project manager helps to understand the changes in plan					
13	Your project manager helps to identify problem to timely rectify					
14	Your project manager skills to analyzes the interpersonal problems					
15	Your project manager skills to resolve interpersonal problems					
16	Assess the overall leadership skill of your project manager					
	Rate your answer between 1-5	1	2	3	4	5
	Time					
17	Do you spend most of your time in communication					
18	The project success is critically depends on the time schedule					
19	The project communication can affect the time schedule of project					
20	Did you faced any difficulty to meet objectives on time due to communication mishandling					
21	The strong communication system helps to improve project performance in terms of time					
22	A better communication environment helps employees to in time inform about new developments/changes in project					
	Quality					
23	The quality of project activities affected by project communication					
24	The performance of employees may suffer due to miscommunication					
25	Strong communication environment is important to communicate the expectation from employees					
26	Did you experience the poor performance of project in term of quality activities due to miscommunication					
27	A strong communication environment helps to maintain the quality of project activities					



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