

**THE IMPORTANCE OF STRUCTURED COMMUNICATION FOR EFFECTIVE
STAKEHOLDER MANAGEMENT OF CONSTRUCTION PROJECTS IN THE CAPE
METROPOLIS**

By

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of Technology in Business Administration in Project Management**

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Technology**

At the



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ABSTRACT

Communication is what links together all those who influence or are influenced by the execution of a construction project. The fact that managers spend 80% of their time communicating indicates the critical nature of this competency. Research suggests that communication can be one of the critical elements responsible for project implementation failure, if information is not sufficiently or appropriately made available to stakeholders. The objective of this research was to identify how poor communication contributes to the failure of about 50% of projects (in terms of time and budget overruns, etc.), even though nearly 100% of project managers are qualified and experienced in the technical aspects of their jobs. The dissertation also sought to explore the importance and function of structured communication in the achievement of construction project objectives.

The research opted for a descriptive research design and methodology, combining elements of quantitative and qualitative enquiry in a mixed-methods approach. This enabled both depth and breadth in the understanding of the phenomenon. A structured questionnaire was used, containing both closed-ended and open-ended questions. The analysis that ensued involved capturing, cleaning, editing, coding and interpreting the data derived from respondents' answers to the questionnaire.

The study makes several suggestions as to how to recognise and implement effective communication in construction projects. It is hoped that the findings will make a contribution to the training of future project managers, to eliminate the rate of construction project failure due to unstructured communication. Project managers should consider all the possible communication styles and models, in order to choose the most appropriate for managing project-specific communication with both internal and external stakeholders.

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CHAPTER 1

BACKGROUND OF THE RESEARCH

1.1 INTRODUCTION

Communication is the important act of conveying meaning or information from a single individual or collection of individuals to another, or others, through the use of commonly understood symbols and semiotic procedures. The meaning transported might contain truths, thoughts, perceptions, sentiments, views, outlooks, commands and even feelings. In construction projects, effective communication among those involved is essential. Ineffective messaging and the poor application of communication skills in construction projects can lead to negative project outcomes. The determination of the skills necessary for proper communication to occur is keenly needed since communication is key to the success of projects (Genc, 2017:511-516). Stakeholders comprise individuals, organisations or collectives that are involved in the project, and whose welfare stands to be affected by the implementation of the project. A construction project can fail if differing perceptions of success are held by the various stakeholders.

Success in a project can be measured before, during or after project completion. In simple terms, success in a project can be defined as achieving a project objective within schedule and budget, thereby keeping stakeholders happy. Researchers have been trying to determine what exactly project accomplishment is and what aspects contribute to it since the 1970s (Klemeš, Varbanov, Walmsley and Jia, 2018:439-468). The consensus appears to be that project achievement is based on the overall accomplishment of the project as a result of effective leadership. The role of management is critical within construction projects, with leadership communication perhaps the main driver of construction project outcomes (Madden, 2011:173-190).

Construction is the process of building a structure or variety of infrastructure. Construction development refers to the organised effort to create a building or structure in different fields such as civil engineering, architecture etc. A construction project is a process of physically creating a structure or construction. Construction projects typically unfold on a large scale, involving a variety of human endeavours,

Construction projects are supervised by construction managers and managed by project managers.

1.2 BACKGROUND

1.2.1 Leadership communication

Communication is the essential link among all those who affect or are affected by the execution of the construction project. Communication builds trust and confidence among leaders and employees through a free and fair communication network. This kind of communication between employees and leaders inspires and motivates everyone to speak out and embrace a participative approach that will assist the project to achieve quality tasks at lower cost and on time (Ahmed, Shields, White, and Wilbert, 2010:112).

According to Gittell and Douglass (2012:709-733), personal leadership is reflected in the mutual connecting among employees and leaders in an attempt to make sense of a situation and control what is to be done and how to do it. Leaders must be reliable and ethical to ensure that communication is clear and honest and conducive to the creation of team relationships in the construction project. The construction project management team must use a specific project management technique to communicate with project stakeholders about the strategy, preparation, and implementation of the construction project from the beginning to the end. Time, quality and costs are the most important aspects that managers need to communicate to stakeholders. Unfortunately, construction projects frequently suffer from poor relationships that lead to time interruptions, cost overruns and quality flaws.

Stakeholders are key to the success or failure of every project because they have a huge influence on decision making in the project. Johansson, Miller, and Hamrin, (2011:147-165) define a communicative leader as one who engages stakeholders and employees in discussion to share and seek responsive and participative decision-making and is perceived as open and involved. The employees are targeted by strategic communication, which involves structuring the communication to suit each level in the project to make sure that everyone gets the right information at the right time. Strategic communication encourages everyone in the project to perform well and do their best for the project. It also encourages the formation of a philosophy of teamwork to improve solidarity among workers and counter silo operative tendencies.

Employees are the human capital in any construction project, essential to its overall success. Research shows that performance in the project improves when communication flows freely and enables them to perform at their best (Ahmed, Shields, White, and Wilbert, 2010:112).

According to management theories, the focus is no longer primarily on the leader as an individual, but rather on the leader's interaction with his/her followers (Aritz and Walker, 2012:42). This emphasises the importance of leadership communication to establish relationships with all stakeholders.

1.2.2 Communication by project management

Project managers and team members spend their working time in some form of communication. It has been estimated that they are engaged in some form of communication approximately 90% of the time, communication being the essential foundation of achievement in a project (Burke, 2010). It is vital at the beginning of a project to determine the lines of communication and methods of handling information to be employed (Fisk and Reynolds, 2010:36).

According to Željko and Fosic (2013:33-42), the major issue in most projects is a surplus of information, which can become a burden to employees. Information should be distributed strategically to allow it to flow to everyone according to what they need to know.

The communication that takes place between project team members is known as internal communication and the communication that takes place between project team members and other project stakeholders is known as external communication (Alexander, 2015:48). The employer needs to have a thorough understanding of communication to come up with strategies and tactics to use communication to build engagement in a project. Managers should differentiate between internal and external communication strategies. Internal communication develops employee commitment (Welch and Jackson, 2011:177-198) while external communication builds relationships between team members and external stakeholders.

These lines of communication can be represented as a triangle whose corners are constituted by the project/organisation, the project members and the clients. According to Horrigan and Juskiw (2010:25-28), an organisation – as the top corner of the triangle in communication – networks with both project team members under internal

communication and clients under external communication. Information about the project and the organisation and its brand are presented by the project or organisation itself. Reciprocally, employees and customers are the ones who form the project brand through their feeling and attitudes; that is, the project brand is built by the interaction among the project employees (Kimpakorn and Gerard, 2010:378–388).

Customers' experience of the project ultimately determines the brand image of the project because through their experiences they become the mouthpiece of the company (Horrigan and Juskiw, 2010:25-28). If the expectations of the customers are not met, then the brand image of the company is downgraded along with the standards of the company. Companies must therefore prioritise their customers because they, like other stakeholders, represent the face of the company (Lueg, Pedersen and Clemmensen, 2015:344-359).

1.2.2.1 Internal Communication

Companies use different forms of communication to share information inside the company, such as emails, memoranda, formal meetings, phone calls, internal wikis and face-to-face casual conversations. The ability and the willingness of the company to fix a problem depends in large part on internal communication.

Effective internal communication ensures the successful implementation of the project. If the goal of each project is to satisfy its stakeholders, then it is through communication that all stakeholders are satisfied, receiving regular updates about the progress of the project from project management. Aligning each employee's goals with the project's objective is understood to be a key function of inside communication. This is essential for developing a solid project or organisational philosophy (Tkalac, 2012: 201-212).

Management communication is a crucial aspect in internal communication because is predicated on management functions such as design, organising, leading, staffing, motivation, controlling and co-ordinating (Zulch, 2012:10-11). In order to manage these functions in a construction project, a manager must be proactive in communication (Park, Lee, Kwon, and Wang, 2013:61-71). According to Vosough (2012:9292-9294), managerial communication skills also help managers communicate with individuals in the project and control groups efficiently (Zulch, 2012:150)

Internal communication also involves leadership communication. Leadership communication helps to develop the management skills required for leading the project and reporting to a wider community (Zulch, 2012:150). Management communication skills in a construction project are very important: the higher the level of leadership throughout the project in terms of effective communicative competence, the greater the demand for the company (Hackman and Johnson, 2013:22). Leaders are the face of the project/company, so have to consider how to create a constructive image for the company and the project for both inside audiences and outside audiences (Barrett, 2011:16).

Leadership communication and management communication both play a critical part in creating the image of the project. There is a slight difference between them: managing is different from leading when it comes to generating an agenda and creating a human network for accomplishing the plan and implementing the programme. Whereas the leader sets the goals, the manager establishes the purposes and means to achieve the goals (Hackman and Johnson, 2013:33).

1.2.2.2 External Communication

External communication focuses on outside listeners such as customers, external stakeholders who are not regularly involved in the execution of the project, etc. The forms of communication used to communicate with outside audiences are manual reports, magazines, newsletters, press kits, news-release brochures and factsheets. External communication is a key commercial communication component, being critical for building brand image and identity for the company. Potential and existing customers' perceptions of a project are based upon its brand, which is created by the company's communicating qualities such as service excellence to its clients (Foster et al., 2010:401-409)

To determine that the communication is effective, all receivers of the message should be asked to provide some feedback to the sender, so that the sender knows who received the message and who did not. Without feedback, communication can be ineffective: the sender may end up overloading people already in receipt of information with more information, having made mistaken assumptions about those receivers who did not provide feedback.

To be an effective communicator and get desired feedback from all the people you are communicating with or sending the information to, you must have a communication plan so as not to misunderstand and confuse the receivers. By having a communication plan, you can also overcome all the communication barriers to each stage of communication.

1.2.3 Method of communication

Push and Pull communication methods

Push communication is directed from a sender to a receiver, and is preferable when you are distributing information yet are not looking for an immediate response – or if the matter you are trying to convey is not urgent or sensitive. However, as soon as the recipient views the message, some action is required. Push communication includes memos, letters, emails, reports, faxes, etc. It is not face-to-face but is instead typically conducted through some written medium (Brunt, 2013:447; Nielsen, 2010). Pull communication, on the other hand, does not involve pulling in a reader to read your message. Instead, pull communication is all about providing group access to common information. It is up to the receiver to recover this information. This method is used for a large audience which requires access to a body of information. Rather like “standing orders,” this material will not necessarily affect the project if the recipient does not read it. Examples include an intranet site, e-learning, lessons learned database, etc. (Brunt, 2013:447).

1.2.4 Project Communication Skill

To be an effective communicator requires certain communication skills. Project managers must design a communication strategy and determine all the factors that may affect the communication process (Goldsmith and Newton, 2011:158-168). For a project manager to be an effective communicator, he or she must evince certain qualities: trust and respect, motivation, leading by example, truthfulness, objectivity, simplicity, flexibility, focus, competence and stability (Goldsmith and Newton, 2011:165; Zulch, 2014:676-682; Alexander, 2015:48). Hargie (2021) and Zulch (2014:676-682) claim that it is important to communicate clearly to ensure that employees understand the significance of the fundamentals in the projected model, with project managers practising self-disclosure and humour, writing competence and presentation skills, reflective meetings, listening, explaining and questioning.

1.2.5 The application of communication

The construction project manager's ability to apply communication when it is needed is crucial, ensuring that it is applied to the right person, at the right time, in the right place and using resources appropriate to the environment. This is important for the overall effort of problem solving, decision making, team improvement, conflict management and team building and cooperation in the project at the end of the day.

1.3 PROBLEM STATEMENT

Many projects have failed because of ineffective communication among the management, employees and other stakeholders. Communication is key to the success of any business in the world. If management fails to communicate the goals and objectives of the company to its employees, especially to new employees, a project can easily collapse. New employees will not be aware of where the project managers want it to be in future, being only able to see the current situation of the project. Project managers should apply all appropriate communication styles and models to manage communication and distribute requisite information inside the company before making information available to external receivers.

A project can meet all its objectives and succeed according to its scope as planned, but still leave stakeholders unhappy. It is possible that during the execution of the project, stakeholders may have changed their minds and wanted some changes in the scope if things were not going how they thought they would go, but because management did not keep updating stakeholders about the progress of the project, they were not aware of the progress of the project until it was completed. This is where dissatisfaction arises: the project may have met all the objectives required at the beginning, but because of poor communication stakeholders are unhappy with the outcomes. The study therefore seeks to determine the extent to which construction projects' success depends on the discovery and application of effective structured communication.

1.4 RESEARCH OBJECTIVES

The purpose of this study is to explore the importance and roles of structured communication in the accomplishment of construction projects goals. The concomitant objectives are as follows:

- To determine the importance of effective communication in construction projects.
- To identify the roles to be played by a project manager in communication.
- To establish the significance of using diverse models, methods, types and techniques of communication to communicate with project stakeholders.
- To discover potential impediments to effective communication in construction projects.
- To determine the consequences of ineffective communication in projects.

1.5 RESEARCH QUESTIONS

The problems and issues that have attracted the interest of the researcher are expressed in the following research questions.

- What is the significance of effective communication in a project?
- What roles should the project manager play to be an effective project communicator?
- What is the importance of using different models, methods, types and techniques of communication to communicate with project stakeholders?
- What are the barriers to effective communication in construction projects?
- What are the consequences of ineffective communication in projects?

1.6 RESEARCH METHODOLOGY AND DESIGN

1.6.1 Research design

Research design is the basic plan of the research to be used to solve a problem or answer a research question (Jawah, 2011:97). Research design is the road map to be followed in the research process, or a plan (as in the plan of a house) listing what things need to be done in the research project. Essentially the design is about what will be expected to take place, in sequence, which helps to identify the resources required, the time the research is expected to take, and measures necessary to ensure the quality of the research. In this research, the researcher has opted for a descriptive research design because of its ability to use both qualitative and quantitative data (mixed-method research methodology).

Descriptive research has its advantages and disadvantages, and the researcher considered the advantages to outweigh the disadvantages. The advantages of this design are the ability to use data collection instruments (questionnaires) which allow for a multi-faceted approach that includes case studies, observation and surveys, which afford several angles on the information (Poplin, 2015:358-376). Descriptive research surveys can provide statistical information about a phenomenon and may give an idea about the experience of people exposed to the phenomenon. Data collection from descriptive research provides insight into the personal experiences of the respondents and thereby provide a clear picture of the phenomenon (Nassaji, 2015:129-132).

1.6.2 Research methodology

Research methodology refers to a way of solving a research problem systematically (Rahi, 2017:1-5). A mixed-methods research methodology will be used for this research. The aim is to widen the emerging knowledge base by drawing on the advantages of different methods and developing a synergy (Florczak, 2014:278-282). Qualitative research provides insights specific to the situation and generates content conducive to an understanding of the research population's attitudes and opinions. Quantitative methods, on the other hand, provide statistically verifiable results, which have high reliability because they are repeatable (Creswell, 2014:32). Drawing on the strengths of these methods will enable thorough comprehension (in terms of both breadth and depth) of the phenomenon under study (Zulch, 2016:16). The fundamental assumption of this method of investigation, then, is that the grouping together of quantitative and qualitative approaches offers a more comprehensive understanding of a study problem than either method alone. Mixed methods are particularly beneficial in understanding contradictions among quantitative results and qualitative findings. The qualitative dimension gives a voice to the study participants and certifies that the research findings are grounded in their experience (Wisdom and Creswell, 2013:1-5).

1.6.3 Target Population

The population of the study is provided by one large construction organisation in the Western Province of South Africa, based in the Cape Town metropolis. The target population consists of project practitioners in construction working from a construction site in Woodstock, Cape Town. This population includes all the people who work

regularly at the sites (some are employed directly by the company and others work for sub-contractors) as they are involved in the daily operations of project construction and understand the issues at stake. The target population for this study was, formally speaking, a minimum of 100 project practitioners specifically in construction within a municipality in the Cape Town metropolis. The project practitioners targeted comprise 30 administrators, 20 team and sub-team leaders, 30 project team members, and 20 contracted organisations involved in the construction project.

1.6.4 Sampling Method

The employees were sampled using random probability sampling at the construction sites where they work. A systematic random sampling procedure was implemented, involving a random choice of the first participant, and thereafter of every third person. This system was chosen because it is easy to understand Hibbeln, Jenkins, Schneider, Valacich and Weinmann (2017:1-21)) and provides the researcher and the participants with a modest sense of control over the process. Systematic sampling or interval sampling was based on arranging the population in an ordering scheme and selecting randomly at regular intervals. This reduces the possibility of bias in the selection of the sample.

1.6.5 Sample Size

Singh and Masuku (2014:1-22) note that a sample is a function of the variation of the characteristics of the population under study, and suggests that a minimum of 50 may be appropriate for a sample frame of 400. Zulch (2016:17) recommends a sample size of 20 for a population of 100. The population under study consists of 1500 individuals, so a sample of 1/3 were estimated to be ideal since the sampling involves every 3rd person.

1.6.6 Response Rate

Eighty (80) completed questionnaires were returned and twenty participants (20) were interviewed, resulting in a response rate of 32%. According to Moyo & Crafford (2010:68), response rates in contemporary built-environment research vary between 7% and 40%. It is important in respect of the trustworthiness of the response rate that the majority of the answers received were from project managers. The preponderance of project managers' responses did not skew the response statistics.

1.7 DATA COLLECTION INSTRUMENT – Questionnaire

A data collection method is an organised process for gathering data from various relevant sources to deliver answers to the research questions and test working hypotheses (if any). An accurate assessment of collected data can then help researchers foresee future probabilities and developments (Mbachu, 2018).

The researcher used structured questionnaires as the data collection instrument for this study. The questionnaire is an appropriate method of gathering information from many people within a short period of time. The design of the questionnaire is important if it is to generate truthful data and findings that are interpretable and generalizable. Questionnaires provide a reasonably economical, fast, and effective method of gaining large amounts of information from a large sample of people (McLeod, 2019).

1.8 DATA COLLECTION METHOD

Primary data collection took the form of questionnaires distributed to a randomly selected sample of construction-connected project employees from one large organization in the Cape Metropolis. Interviews occurred when respondents needed clarity in respect of certain questions.

The questionnaire is one of the most widely-used tools for gathering information, especially in social sciences research. The core objective of the questionnaire was to obtain applicable data in the most reliable and valid way. The accuracy and consistency of a questionnaire or survey therefore form important elements in the determination of the validity and reliability of a research procedure (Taherdoost, 2016:28-36).

The questions focused on project management communication included in the questionnaire were derived from analysis of relevant literature. The questionnaire comprised three sections, namely respondent's profile, the level of significance of communication abilities, and the application of communication.

1.9 DATA ANALYSIS

In data analysis, the raw data is ordered and organised for scrutiny and understanding. Data analysis is a multidisciplinary field, which combines computer science, artificial intelligence & machine learning, statistics & mathematics, and knowledge (Cuesta, 2013:1). In this study, the questionnaires were gathered, cleaned, edited and coded.

The data was analysed using Microsoft Excel because Excel is especially accurate in analysing the data that were represented graphically in tables, charts etc. The data was captured using the SPSS program. The resultant findings were reviewed against evidence derived from the literature review.

1.10 CHAPTER DESCRIPTION

The study is divided into 6 chapters, which is guided by the research objectives and the research question in compliance with the problem statement. The chapters are the following:

CHAPTER 1: This chapter introduces the study through a cursory literature review establishing the existence of a research gap. This is followed by formulation of the research objectives and research question, and description of the research methodology, population, sampling procedure and sample size. The research instrument is identified, followed by an account of data collection methods, data analysis, ethical considerations and a chapter summary.

CHAPTER 2: The chapter discusses the stakeholder, offering consideration of internal and external stakeholders, stakeholder interests, relationships between stakeholders and the project, measuring stakeholder impact, and the displacement or enrolment of stakeholders in a construction project.

CHAPTER 3: In this chapter, there is a discussion of communication – definitions of communication, different methods of communication, communication models, types of communication models, effects of effective communication, effects of ineffective communication, deciding on stakeholder-fit-communication and the designing of a companywide communication.

CHAPTER 4: This chapter covers the research design, research methodology and data collection processes.

CHAPTER 5: The chapter involves recording, analysing and interpreting the captured data.

CHAPTER 6: This chapter provides a summary of the study's findings, draws conclusions and makes recommendations.

1.11 CONCLUSION

Communication is in a sense the basis for all activities in the construction project industry (Zulch, 2016:22). Once construction project managers overcome such barriers to communication as exist, the rest falls into place, because everyone has a clear understanding of the project and its future and no one needs to be pushed to work. As long as all the stakeholders are kept updated by project leaders about the progress of the project, the project will be brought to a successful conclusion.

Some stakeholders become impatient with the rate of progress, wanting things to go as fast as possible regardless of the cost, while others are concerned with quality and cost, regardless of the time taken for execution. But through effective communication among stakeholders, employees and project managers, these disparate views can be brought together in the accomplishment of the project.

CHAPTER 2

2.1 INTRODUCTION

The purpose of this chapter is to provide a literature review regarding the relation of stakeholders to the success of projects. A stakeholder is any party that has an interest in the project and stakeholders can either affect or be affected by the implementation of the project. A stakeholder can be an individual, group or organisation that has an interest in the outcome of the project. Projects exist because of stakeholders; that is, without stakeholders, there would be no projects to manage. Stakeholders with an interest in the success of the project can be internal and external. Internal stakeholders are people with a direct relationship with the company concerned, such as employees, project owners, contractors and investors. External stakeholders are those who do not directly work for the project but are affected at some point by the activities and products of the project. Creditors and community groups are regarded as outside stakeholders. Stakeholders can have a positive or negative impact on the success of projects, which is why it is seen as important for stakeholders to have a positive influence on projects (Fernando, 2021).

Stakeholders are interested in the outcomes of the project because they are invested in it in different ways. Accordingly, their interests must be considered when the project manager identifies the project structure and procedures, so as to build good relationships with them (Anon., 2019). These relationships can help ensure that they continue to contribute to the success of the project and improve its outcomes (Alexander, 2018). Stakeholders have different interests in a project, so it is up to the project manager to identify, analyse, engage and manage them according to these interests.

2.2 STAKEHOLDERS

Construction projects by their very nature bring together many people, organisations and professions who affect or are affected by the project outcomes in various ways (Liu, Van Nederveen and Hertogh, 2017:686-698). Stakeholders are generally known as those groups or individuals whose attitudes or participation are critical for a project's success (Neef and Neubert, 2011:179-194; Fernando, 2021). The actual or potential influence of stakeholders requires communication among them and the project manager to ensure that the project meets its objectives with no complaints from them.

A common problem that arises in construction projects is that the interests of the various stakeholders are not all aligned. The primary goal of the project from the viewpoint of shareholders is to maximise profit and enhance shareholder worth. Since labour costs are a critical factor in most projects, a company may seek to keep these costs under tight control. That might have the effect of making employees – another important group of stakeholders – unhappy. The most efficient companies manage the self-interests and expectations of their stakeholders successfully, to avoid or resolve conflict of interest among stakeholders (Fernando, 2021). The project manager must balance the interests and expectations of both internal and external stakeholders because both sets of stakeholders' interests are important to the project.

2.2.1 Internal and external stakeholders

Organisations in the construction industry are increasingly facing the challenge of pursuing business interests responsibly by respecting the interests of inside and outside stakeholders (Loosemore and Lim, 2018:67-82). In the project environment, potential stakeholders can be divided into two categories, internal and external stakeholders (Mazur, Pisarski, Chang and Ashkanasy, 2014:944-957). Internal stakeholders are 'inside' individuals and parties that affect or get affected by the existence of the project, such as the contractor, the client suppliers, employees, sub-contractors, and end-users (Aladağ, and Işık, 2018:174-186; Shipton et al., 2014:787-803). External stakeholders are 'outside' parties that affect or get affected by the project activities such as neighbours, the public, the local community, and authorities (Surbhi, 2017; Dobeles, Westberg, Steel, and Flowers, 2014:145-159).

Regardless of the dissimilarities among projects, they all involve several stakeholders with differing interests and claims (Lizarralde et al., 2015:47-63). The importance of both internal and external stakeholders in the improvement of construction delivery has been generally acknowledged (Oppong et al., 2017:1037-1051). Internal stakeholders will typically be in support of the project, whereas external stakeholders might be in favour, against or indifferent to the project (Nguyen, Chileshe, Rameezdeen and Wood, 2019:176-191; McGrath and Whitty, 2017:721-748). The diversity of the kinds of influence that external stakeholders can bring to bear on construction projects has been the focus of recent attention (Teo and Loosemore, 2010:216-235; Chan and Oppong, 2017:736-756; Maddaloni and Davis, 2018:542-

565). Because of the various ways in which they can affect the progress of projects, a proper understanding of the role of external stakeholders is essential.

Internal stakeholders, on the other hand, are intimately involved with or directly affected by the decisions, performance, profitability and other accomplishments of the project. Obviously, a project cannot survive without internal stakeholders, who alone possess thoroughgoing knowledge of its every detail and day-to-day progress.

These several differences are summarised below.

Table 2.1: Internal and external stakeholders

	INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS
1.	Internal stakeholders are individuals and parties that are part of a project.	External stakeholders are parties or groups that are not a part of a project.
2.	They work for the project and they act in the management of the project.	They are not working for the project, but they get affected by the activities of the project.
3.	Internal stakeholders are primary stakeholders.	External stakeholders are secondary stakeholders.
4.	Internal stakeholders generally have a large influence on how the project runs.	External stakeholders generally have a small influence on how the project runs.
5.	Internal stakeholders include employees, owners, board of directors, managers, investors, etc.	External stakeholders include suppliers, customers, creditors, clients, intermediaries, competitors, society, government, etc.

Source: (Smirti, 2017)

Another way to distinguish among stakeholders is to identify those who are directly affected by the project and those who are indirectly affected. Directly affected stakeholders include project team members and customers for whom the project is being executed. Indirectly affected stakeholders include adjacent organisations and members of the local community. Those who are directly affected by the existence of the project have a greater influence on the project than those who are indirectly affected. These details can be further specified in the stakeholder analysis process. This is essential to determine all the ways in which stakeholders can be affected or involved at the beginning of the project (Marstudio, 2018).

In short, stakeholders sponsor a project or organisation and are invested in its successful completion, which means they cannot or will not just sit idly by and watch. They are often active, and in ways that can have a positive or a negative influence.

Stakeholders can influence everything and everyone in a project, including senior management, project leaders, team members, customers, users, and many others. Given that there are so many ways in which stakeholders can influence a project, it is critical for management to prioritise and focus on their interests, especially those with power, proximity, and urgency.

2.3 STAKEHOLDERS' INTERESTS

Construction is a very complicated and competitive industry, with exceptionally high demands being made by a potentially vast number of stakeholders. They all want to be involved in decision-making processes because they are seeking to exert an influence (Yuan et al., 2010:89-104). Stakeholders have different interests and expectations from a project. They will typically support a project if they are going to benefit from it or because they are satisfied by the communication about the project taking place. Communication with all stakeholders is important because they have the capacity to affect the success or failure of a project, that is, they will exert influence on the project outcomes in accordance with their interests and expectations (El-Sawalhi, and Hammad, 2015:157-169). Not consistently meeting stakeholders' expectations throughout a project lifecycle can result in failure. The various interests of stakeholders must therefore be systematically and formally captured and merged into the project plans and policies (Li et al., 2013:123-135).

This means that an effective and flexible system for coordinating stakeholders' interests should be created for the successful development and implementation of a construction project. For this purpose, it is advisable to classify the main stakeholders by the importance of their participation in the process and to identify their priorities, interests and possible contradictions (Anon., 2017). From analysis of the data, the various stakeholders' interests can be properly identified, because their real interests may be different from the stated objectives in the project document, creating a special dilemma for its implementation (Sherman and Ford, 2014:417-441). Stakeholders' interests can be dynamic and change over the life cycle of the project.

2.4 MANAGING STAKEHOLDERS' INTERESTS

2.4.1 Stakeholder identification

Project managers need to know all the stakeholders whose interests need to be managed. Stakeholder identification is the process of identifying stakeholders

throughout the project life cycle and verifying relevant information concerning their interests, independencies, influence, and potential impact on the project process. The project manager must identify, involve and keep stakeholders engaged in the project to satisfy their interests and deliver on their expectations (Usmani, 2019).

Stakeholder analysis should occur not only on the desk by planners and project managers but also in contact with representatives of stakeholder groups to ensure that they have a thorough understanding of the issues involved and to prevent the exclusion of potential stakeholders at an early stage of the project (Lienert, 2019). No person who belongs to a stakeholder group should be excluded because they are part of the project's resources.

There are many ways to identify stakeholders for a project, but the process should be managed carefully and logically to ensure that stakeholders are not easily omitted. Project managers may look at stakeholders organisationally, geographically or in terms of their involvement with various project phases or outcomes (Marstudio, 2018).

The project manager can ask the following questions in the brainstorming session to kick-start stakeholder identification:

- Who is affected positively and negatively by the project?
- Who has the power to make it succeed or fail?
- Who makes the decisions about money?
- Who are the suppliers?
- Who is the end-user of the product?
- Who influences other stakeholders?
- Who could solve potential problems with the project?
- Who oversees assigning or procuring resources or facilities?
- Who has specialist skills which are crucial to the project?

One of the greatest resources to a project manager in delivering a successful project is people, not just the project team but also the project's wide cast of stakeholders. The project manager must identify the stakeholders early in the process and engage with them effectively and regularly throughout the project to ensure that no vital information is missed by any stakeholder. Analysing the stakeholders and grouping them accordingly will help the manager to develop the right plan for communication with those groups throughout the project. Failing to identify and engage the right

stakeholders could potentially result in the project going over budget or missing important deadlines, thus wasting the time and energy of the people involved and risking failure or cancellation (MacDonald, 2016).

There are a lot of groups and individuals involved in getting a project from beginning to successful completion. The project manager needs to know how to manage each and every one's interests in the project, even those who don't work directly under the project manager. Managers have to learn to deal with a variety of personalities and make sure that they have a productive dialogue with them, so that everyone is familiar with the goals they have been hired to achieve in the project (Landau, 2017).

The number of stakeholders can become quite large depending on the type of the project taking place, and project managers may have to widen their perspective to embrace all those who can make a claim on the project. It is important to understand that not all stakeholders will have the same influence and effect on the project, nor will they be influenced and affected in the same way by the existence of the project (Thamhain, 2013:20-35).

Figure 2.1: The main interests of each main stakeholders group can be summarised as follow:

The main interests of each main stakeholder group can be summarised as follows:

Stakeholder	Main Interests	Power and influence
Shareholders	Profit growth, Share price growth, dividends	Election of directors
Banks & other Lenders	Interest and principal to be repaid, maintain credit rating	Can enforce loan covenants Can withdraw banking facilities
Directors and managers	Salary ,share options, job satisfaction, status	Make decisions, have detailed information
Employees	Salaries & wages, job security, job satisfaction & motivation	Staff turnover, industrial action, service quality
Suppliers	Long term contracts, prompt payment, growth of purchasing	Pricing, quality, product availability
Customers	Reliable quality, value for money, product availability, customer service	Revenue / repeat business Word of mouth recommendation
Community	Environment, local jobs, local impact	Indirect via local planning and opinion leaders
Government	Operate legally, tax receipts, jobs	Regulation, subsidies, taxation, planning

Source: (Jim, 2009)

2.4.2 Stakeholder management

After all the stakeholders have been identified and their interests have been analysed, the project manager must manage them and their interests to make sure that they are all happy and satisfied by the progress of the project until its completion. No matter how much the project manager has planned or invested in the project, poor stakeholder management can easily cause problems that can lead to failure. Project management is thus a key component of executing and accomplishing a successful project. The major component of stakeholder management is communication (Marstudio, 2018).

Stakeholder management (SM) should be strategic in terms of looking after the needs of stakeholders, involving highly organised documentation, examination, arrangement, action, communication, and negotiation. Perrault (2017:25-38) propose a stakeholder identification and salience structure for classifying stakeholders according to their authority, validity, privilege and urgency, while Land, Macura Berne and Johansson (2017:1-7) offer a five-step process to achieve this: identify, prioritise, visualise, engage, and communicate. Additional studies have established that there is no one recognised approach to the stakeholder management process, nor any agreement on the best model for developing countries (Yang et al., 2011:337-340).

The foundation of stakeholder management is understanding who needs what information, and when or how often they need that information. There will be stakeholders who support the project and there will be those who oppose the project, or who present obstacles to its success. The stakeholder management strategy must be geared towards maintaining support from those who are in favour of the project while winning over those who are opposed to it, or at least mitigating the risk they pose to the project (Marstudio, 2018). To deal fairly with the claims and demands of different stakeholders, an organisation should be oriented towards justice itself and treat all groups equally (Maignan, Gonzalez-Padron, Hult and Ferrell, 2011:313-338; Fassin, 2012:83-96), not only in economic terms but also in terms of the non-economic aspects of a relationship (Eslami, Khalifah, Mardani and Streimikiene, 2018:181). A sound ethical approach is as important as managerial strategy (Costa and Menichini, 2013:150-161).

An organisation will enter into relationships with many groups that are impacted on or have the ability to impact on the project (Mainardes et al., 2011:226-252). Stakeholder management must focus on understanding the nature of these relationships. Current funding methods have led to an increase in the number of stakeholders that individual construction projects have to contend with. This makes it more likely that participants are not always going to agree (Davis, 2017:604-617). In their study of public-private infrastructure projects, Gramberger, Zellmer, Kok and Metzger (2015:201-214) claim that accommodating stakeholder input in any project is a crucial component in ensuring its success, while Jain, Aguilera and Jamali (2017:701-719) point to the importance of external pressures in stakeholder management. These are not only generated by the stakeholders themselves, but also arise due to social trends, institutional expectations, and serious ethical and legal obligations inherent within the construction industry itself.

Stakeholders can be led astray by wrong or outdated information, which points to a key role for stakeholder management: ensuring that all stakeholders are satisfied by giving them up-to-date information. The accuracy of the information to stakeholders depends on the accuracy of the information collected about stakeholders, in order to be sure that each stakeholder gets the right information at right time in the right place from a relevant source (Landau, 2017).

The basics of stakeholder management were formulated by R. Edward Freeman in *Strategic management: a stakeholder approach in 1984* cited by (Harrison, Freeman and Abreu, 2015:858-869). In the past decade, there has been increasing research into stakeholder management in acknowledgement of its positive impact on project delivery (Yang, 2010). Mok et al. (2015:446-457) claim that the culture of a nation and the construction industry environment impact on the stakeholder management process and project outcome. The success of construction projects has traditionally been associated with achievement of the golden set goals of cost and quality. Stakeholder management can now be added to these as a major success factor for construction projects (Project Management Institute, 2013:394-396).

2.5 RELATIONSHIP BETWEEN STAKEHOLDERS AND PROJECT

Project management has placed much emphasis in recent years on the importance of stakeholder relationships. Project management practitioners and leading thinkers in

the field have emphasised that a good project manager is not just someone who is good at keeping track of all the tasks that need to be completed. A good PM is also someone who can balance stakeholder needs and interests, and ensure that all parties pull together and support the project in delivering a valuable conclusion (Madsen, 2016). Projects involve more than just objectives, outcomes, and plans. They also involve people – most importantly, the project stakeholders. Stakeholders can be strong advocates for a project, or they can turn around and kill it. They can help project managers become better at their jobs or frustrate them into failure. Because of their influence on most project decisions, it is clear that forming good relationships with stakeholders is essential to becoming a successful project manager (Palmer, 2013).

The management of stakeholders is an important task for every manager. In a project context, stakeholder management takes on a slightly different character. Previous research has pointed to the temporary nature of project transactions, forcing managers continuously to shape and reshape the positioning of the project in a relational framework, so as to build trust with stakeholders (Jelodar, Yiu and Wilkinson, 2016:997-1011). Trust is something that must be earned over time through listening and communicating. It is a powerful asset and can create loyalty that gives a project the benefit of the doubt in situations where they want to be understood and believed (Ajmal, Helo and Kassem, 2017:1099-1118).

The project network plays an essential role in achieving project success because it provides a channel for the flow of information. From a network perspective, stakeholders are distinct nodes, embedded within a project network that consists of interconnected relationships or bonds (Schropter et al., 2017:229-259).

2.5.1 Stakeholder engagement

Construction project stakeholders need to be engaged directly in the decision-making process because they are affected by the execution of those decisions (Yang and Shen, 2014). Through stakeholder identification, project organisers should determine which stakeholders need to be engaged in the decision-making process, what their role will be, and when and how to engage them effectively (Leung et al., 2014). As many stakeholders as possible should be engaged so that the project manager can manage their interests. Stakeholder engagement is the creation of a positive relationship with all identified stakeholders by meeting their expectations and whatever

objectives they associate with the project. This relationship must be earned through the creation of trust, itself the proactive and sympathetic communication (Landau, 2017). The engagement of stakeholders introduces and integrates ideas, using the mutual understanding of project issues to generate solutions collectively (Leung and Olomolaiye, 2010:75-98). Stakeholders can prove to be key to resolving unforeseen problems arising in the course of the project (Aaltonen and Kujala, 2010:381-397; Tukiainen et al., 2010:526-543; Tryggestad et al., 2013:69-87) while merging the interests of different stakeholders plays a significant role in risk management (Loosemore, 2010:307-327). Project managers benefit and are empowered to deliver a project successfully when they involve stakeholders to help them to exploit all possible opportunities (DuBois, Hanlon, Koch, Nyatuga and Kerr, 2015:30; Bourgault et al., 2014:283-301; Eskerod et al., 2018:35-52).

Engaging all stakeholders, including those who are not official or have no contractual link to the project – such as the local community and regulatory agencies – is important for the project's overall success while creating value for the organisation (Lehtinen and Aaltonen, 2020:85-98; Bayiley and Teklu, 2016:562-582; Oponng et al., 2017:1037-1051), assumes that the leaders of the projects should create value for all stakeholders not only internal stakeholders. Other studies have acknowledged the value of external stakeholders' involvement in the project's operations, routines, daily practices and processes that change stakeholder talk into stakeholder walk (Noland and Phillips, 2010:39-49; Yuan et al., 2011:75-92).

External stakeholder engagement must contain practical planning and management of related roles, duties and interests (Eskerod et al., 2015:42-53; Oponng et al., 2017:1037-1051). The project manager or project management team should develop activities and arrangements for engaging external stakeholders after the allocation of roles and responsibilities (Di Maddaloni and Davis, 2018:542-565). It is desirable to interview the most important stakeholders. The project manager should first research the backgrounds of these stakeholders in order to be well-informed and equipped to get the most out of that time together (Landau, 2017).

Dawkins (2014:283-295) notes that stakeholder engagement is neither necessarily positive nor negative. That is, one can imagine a project management team engaging a stakeholder or set of stakeholders with unknown intentions or in a deceitful manner,

just as easily as one can imagine them engaging stakeholders openly and honestly. Stakeholders may be involved too late in the process because of architects and engineers who act as gatekeepers (Storvang and Clarke, 2014:1166-1182) or they might miss important information because of not being involved in the project from the beginning. When stakeholders are involved through apt communication from the start, they will be more easily convinced to support the project (Beatty, 2015:337-352).

2.5.1.1 Stakeholder engagement evaluation

Engagement implies a role beyond providing information or spending on data-gathering instruments and is important for both value-based and instrumental reasons. The engagement of stakeholders is morally essential as a marker of respect for the underlying rights and dignity of an affected group of stakeholders. It can also contribute in a multitude of ways to the efficiency and success of a project. In order to maximise the benefit of engagement, some evaluation of the process is required. In this evaluation, stakeholders can express their needs and hopes for the project, raising levels of satisfaction among them (Msomphora, 2015:491-503).

2.5.1.2 Types of engagement to include for evaluation

- **Inform:** Provide stakeholders with balanced and objective information
- **Consult:** Seek views and inputs from the stakeholders, obtaining their feedback on analysis, alternatives, or decisions at key steps of the evaluation process.
- **Involve:** Work directly with the stakeholders throughout the process to ensure that their concerns and perspectives are consistently understood and considered.
- **Collaborate:** Partner with the stakeholders for decision making throughout the evaluation process. Collaboration implies shared ownership between the organization and the stakeholders and entails a greater level of delegated decision making.
- **Empower:** Stakeholders also share the responsibility for making decisions and accountability for the results of such decisions.

(Knight, Patterson and Dawson, 2017:792-812).

2.6 MEASURING THE IMPACT OF STAKEHOLDERS

While there can be a small number of people working daily on the project, there is potentially a much larger number of people with a stake in its success. For some these stakes can be very high and for others quite low. They all help to determine the success of the project and, indeed, what is meant by the term “success”. The challenge is to meet and measure these varying conceptions of success, and how to keep stakeholders happy throughout the project (Project Management Qualification, 2017). There is little argument within the construction industry concerning the importance of stakeholder input and the value thereby added to a decision-making process. Projects that have utilised stakeholder opinions and considerations have proven to be more successful in accomplishing goals and avoiding costly mistakes, in time, money, and social capital. Businesses such as Coca-Cola, Nabisco and Bellsouth spend millions every year to monitor consumer spending habits to determine product development, marketing, and sales strategies. These businesses are interested in stakeholder perceptions and behaviour because they see the necessity of understanding the stakeholders to continue making a profit (ASTSWMO Board of Directors, 2011). Similarly, stakeholders should be considered as the most important resource in any construction project.

2.6.1 Stakeholder Analysis

The project manager is required to analyse all the people or organisations who affect or will be affected by the project, and thereafter measure the effects of those stakeholders. Stakeholder analysis is the process of analysing the stakeholders before the project starts, an important aspect of stakeholder management. The project manager analyses the group of stakeholders according to their levels of participation, interest and influence, and determines how best to involve and communicate with each of these stakeholder groups throughout the project (ProductPlan, 2019). Stakeholder analysis consists of weighing and balancing all the competing demands on the project by each of the stakeholders involved, to meet the objectives of the project most efficiently (DeGeorge, 2010:205).

Stakeholder analysis can be performed regularly to track changes in stakeholder interests over time, or it can be done once at the outset (De Mascia, 2016:73-74). Stakeholders can also be classified as primary, secondary, tertiary, and key:

- Primary stakeholders are those ultimately most affected, either positively or negatively, by the project's actions
- Secondary stakeholders are those intermediaries, persons or organisations, that are indirectly affected by the project's actions
- Tertiary stakeholders are those who are affected the least
- Key stakeholders are those stakeholders with substantial influence on or importance within the project (who can also belong to one of the other groups).

(De Mascia, 2016:73-74)

The stakeholder analysis process needs to acquire in-depth information about every stakeholder to understand their interest, impact, involvement, communication requirements and preferences. By the end of the exercise, the project manager should have a list of all the project stakeholders and their interests. They should be grouped according to geographic region, project involvement, and whether they are directly or indirectly affected by the project. Stakeholder analysis has to be done on each individual stakeholder, although the level of detail will vary.

Some questions must be answered to provide a completed stakeholder analysis:

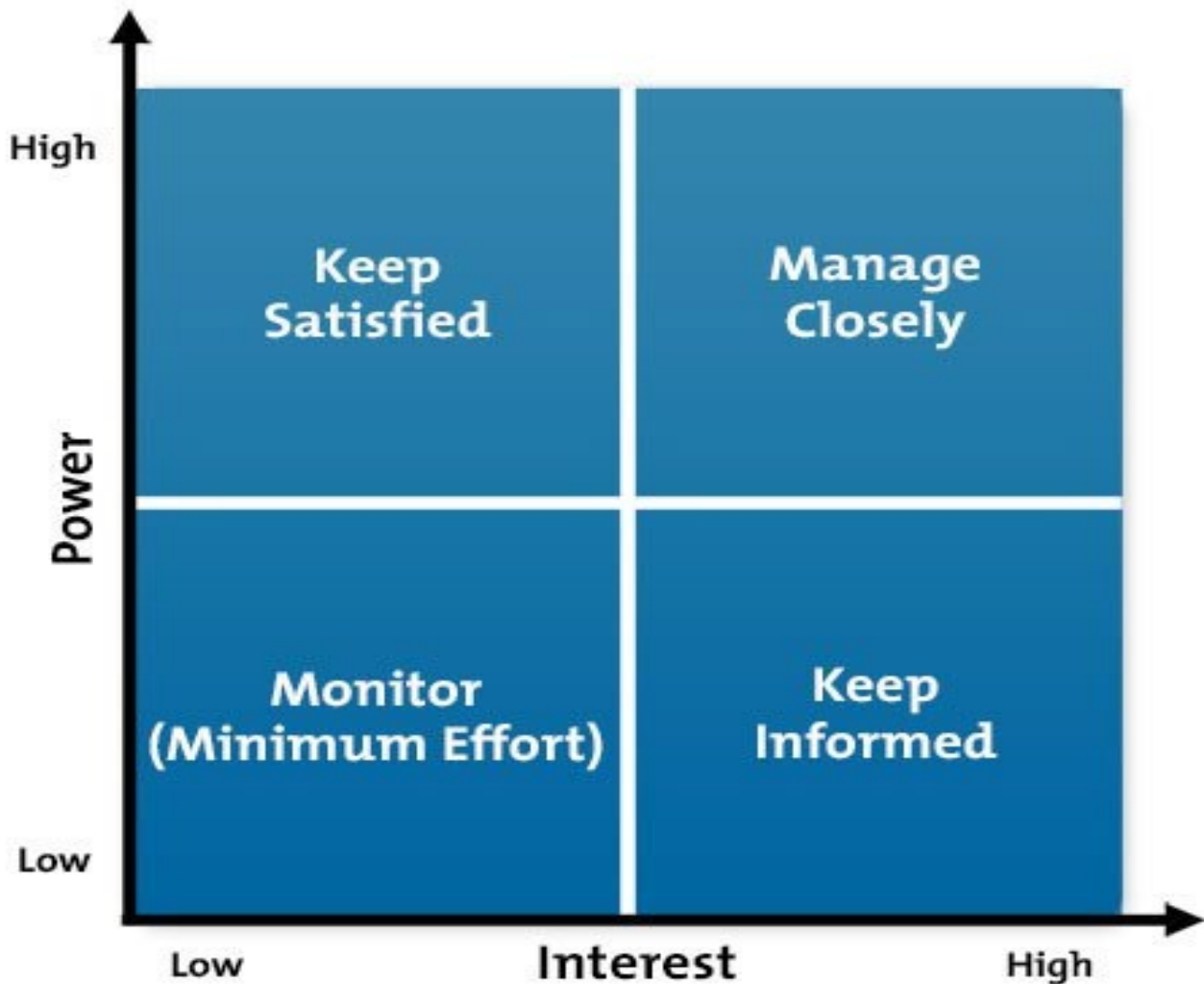
- Are they a cohesive entity?
- Do they support this project or are they critical of it?
- How influential or powerful are they?
- Do they prefer to be contacted via phone call or email (etc.)?
- How often?
- What is this stakeholder's interest in this project?

(Marstudio, 2018)

2.6.1.1 Strategy for Stakeholder Analysis

Once all the potential stakeholders have been listed, the project manager can then categorise them, their interests and their importance. This strategy will help the project manager to decide how often the management team will communicate with certain groups of stakeholders and what they will communicate (MacDonald, 2016).

Figure 2.2: Stakeholders can be grouped into four categories



Source: (MacDonald, 2016)

- **High power, high interest (fully engage):** These stakeholders are the ones that must be managed regularly and managed closely because they are the most important stakeholders, the key players. The project manager should prioritise keeping them happy with project progress. This group will require the most effort to keep them satisfied.
- **High power, low interest (keep satisfied):** Those are stakeholders that must be kept satisfied by striking a careful balance between keeping them informed because of their influence on the project but not overloading them with too much information.

- **Low power, high interest (keep informed):** These stakeholders need to be kept adequately informed and consulting regarding their areas of interest, to ensure that they do not have any problems with the project. The project manager must check these stakeholders regularly to ensure that they are informed about everything that bothers them in the project (Yu and Leung, 2015:1124-1135; MacDonald, 2016).
- **Low power, low interest (monitor):** These are the ones that need to be supplied with general information periodically but should not be overloaded with excessive communication. They must be monitored because they may become more powerful or develop a greater interest in the project.

(MacDonald, 2016)

2.6.1.2 Objectives of stakeholders analysis

The stakeholder analysis process aims to develop a strategic view of the human and institutional landscape and the relationship between different stakeholders and the issues they care about the most.

2.6.1.3 Benefits of stakeholder analysis

- Communication planning and stakeholder management strategy during the project planning stage. Stakeholders get to understand the benefits of the project and they become more supportive when this is necessary
- Reducing the potential negative impacts and manage negative stakeholders
- Identifying the key stakeholders for information distribution during the executing stage. These stakeholders are more likely to be supportive and their input can also improve the quality of the project
- Identifying the interests of all stakeholders and who may affect or be affected by the project
- Identifying potential issues that could disrupt the project in the future.

(Project Management, 2018)

2.7 THE ENROLMENT OF STAKEHOLDERS IN A CONSTRUCTION PROJECT

Project managers often need resources controlled by stakeholders to commence and make progress with the project. Many of these resources can be acquired through a simple contract between project managers and stakeholders, but the acquisition of some may require effort on the part of stakeholders that goes beyond what can be specified contractually (Burns, Barney, Angus and Herrick, 2016:97-106). That effort

requires a good solid relationship between stakeholders and project managers, securing which has been described as stakeholder enrolment (Klein et al., 2012:130-151).

The project manager needs access to resources controlled by other stakeholders to make sure that the project succeeds. Stakeholder enrolment will allow a project manager to gain access to the required resources because of the bond created between stakeholders and the project manager. Project managers often need resources over which they have no control. Stakeholders can grant them access to those resources, in the process ensuring the success of the project and making those stakeholders happy (Luyet, Schlaepfer, Parlange and Buttler, 2012:213-219). The resources required by project managers can range from financial to human capital, from technical and marketing expertise to accounting capabilities, and from direct social ties to indirect network and affiliation (Brymer, Molloy and Gilbert, 2014:483-508).

2.8 CONCLUSION

This chapter demonstrates the importance of stakeholders to a project and the necessity of putting their needs first. The literature attests to the importance of building well-functioning relationships of trust with stakeholders in construction projects. Stakeholders are the pillars supporting the project; without them, no project can survive. Those pillars become a wheel when they are managed well, driving the project in the right direction through the leadership of the project manager and the guidance of stakeholder theory. Stakeholder theory holds that all the groups and individuals that might affect or be affected by the achievement of the project objectives should be considered (Laczniak and Murphy, 2012:284-292.). Stakeholder theory has its origins in the field of strategy (Jones, Harrison, and Felps, 2018:371-391), evolving from three alternative but related approaches, descriptive, instrumental, and normative, the latter being the core of the theory (Verbeke and Tung, 2013:529-543).

The consensus is that projects ought to initiate and facilitate respectful, honest, and productive multilateral communication with their stakeholders. Stakeholder management has featured prominently in several recent handbooks on project ethics. The approach is based on normative core values (Pedrini and Ferri, 2018:44-59) because the principles of reciprocity and stakeholders' responsibility towards the

project and towards other stakeholders fall within the ethical genre of stakeholder theory (Miles, 2017:437-459).

CHAPTER 3

3.1 INTRODUCTION

Communication is the process in which information is encoded and directed by a sender to a receiver via a channel or medium (Vasanthi and Bakar, 2011:1988-1995). It involves the use of mutually understood signs, symbols, and semiotic rules (Harper, 2013). Communication includes verbal or nonverbal means, including speech, or oral communication; writing and graphical representations such as infographics, maps, charts, signs, signals, and behaviour. But whatever the medium, there is no communication unless there is a general understanding of the exchange of information. More simply put, communication is the creation and exchange of meaning (Nordquist, 2019). All creatures on earth have developed means in which to convey their emotions and thoughts to one another. However, it is the ability of humans to use words and language to transfer specific meanings that sets them apart from the animal kingdom.

Communication can have a diversity of meanings, contexts, forms and impacts and so will mean different things to different people in different situations (Carpentier, 2015:7-28). Human organisations use communication to link together their members and achieve their common objectives. Without communication, there is no management because communication is the core of management and the determining factor of managerial efficiency. In this context, project success is determined by communication between stakeholders.

3.2 COMMUNICATION IN CONSTRUCTION

Communication is essential to all business activities; it enables an organisation, and it is an integral part of the construction process. Any improvement in communication can thus improve an organisation's operating effectiveness. Good communication within an organisation and between stakeholders contributing to a construction project can improve processes and levels of motivation. Conversely, inadequate communication can result in a demotivated workforce and lead to problems in construction (Enshassi, Saleh and Mohamed, 2021:1044-1060).

In the world today, people have a better understanding of the need to practise good communication to effectively deliver meaningful communication. Construction is a fragmented and dynamic sector with a project-based nature (Vasanthi and Bakar, 2011:1988-1995), and problems in construction are often attributable to project-based communication problems (Eriksson, 2013:333-341). Because of its unique characteristics, a project constitutes a complex communication environment. For that reason, many stakeholders work in regularly varying sets of relationships that are contractually driven.

In construction projects, many different activities must be executed by many participants from different organisations working together simultaneously. The result is that large quantities of information must constantly be communicated, which results in difficulty and complication (Rodrigues, Suto, Nishiyama, Liu and Kato, 2019:38-67). There is therefore increasing recognition of the need for a more effective and efficient transfer of information between participating organisations in construction projects (Wamba-Taguimdje, Wamba, Kamdjoug and Wanko, 2020:1893-1924).

The project owners do not know much about the progress of the project compared to the project manager. The owners also cannot be sure that the project manager shares their objectives, which can result in mistrust and anxiety. It is therefore important for the project manager to communicate information that will give the owner the necessary understanding about the progress of the project, while the owner must provide feedback to the project manager about the information they receive. Communication is thus necessarily a two-way process, as unless the transmitter of the information receives feedback that the message has been received and understood, they will be unsure as to whether communication has taken place or if it has taken place successfully (Eke, 2020:42-54).

All these views on communication suggest that communication is basically about the transfer of information or other kinds of meaning between people. Consequently, the dynamic of communication in most cases is that one person, team, or organisation, etc., desires another to receive information. Within an organisational context, this could be to convey an instruction to influence the actions of others to perform well, or may require an exchange of or request for information. To some extent, this interaction will be determined by the rules and norms of social behaviour, as it is people who

translate the meanings and utilise the information (Posey, Roberts and Lowry, 2015:179-214).

There are three categories of communications in business (Vasanthi and Bakar, 2011:1988-1995): written, verbal and non-verbal communication. Written communication comprises letters, emails, memos, reports, and formal documents. Verbal communication comprises chat, presentation, and voicemails. Non-verbal communication uses signals to communicate and study body language (Ujene and Edike, 2015:40-52).

3.3 DIFFERENT METHODS OF COMMUNICATION

The methods of communication adopted to communicate essential information are largely dependent on the size and scale of the specific project. Typical methods of communication may include verbal, nonverbal, written, and visual communication. In construction projects with large project teams and stakeholder groups, reliance on verbal communication will be reduced, resulting in a need to improve and increase the level and quality of documentation. Written communication provides for a permanent record, which can be essential not only for repeated referral during the project but for audit evidence after the project or during the project review. Men (2015:461-471) discovered that employees prefer face-to-face communication, followed by emails. Technological development has made email indispensable in the daily life of employees, despite being an asynchronous communication channel (Men, 2015:461-471).

The four main types of communication used on a daily basis are verbal, nonverbal, written, and visual. Each of these will be examined in turn, with an eye on improving the efficiency of the project.

3.3.1 Verbal communication

Verbal or oral communication is the use of language to transfer information through speaking or singing in a language. It is used in presentations, video conferences and phone calls, meetings, and one-on-one conversations. In brief, any communication that happens orally between people is known as verbal communication. By its very nature, verbal communication is quicker and more precise than email. Verbal communication is important because it is efficient, but it can usefully be supported by both nonverbal and written communication (Bhasin, 2019).

3.3.2 Nonverbal communication

Nonverbal communication can be characterised as a silent way of communicating with a person or party. It is often used to supplement verbal communication by making the message more attractive, interesting or emphatic to the person you are talking to. Nonverbal communication has a huge impact in our social environment and the entire communication process (Phutela, 2015:43-49).

Nonverbal communication is the use of body language, gestures, eye contact, hand movements, touch, and facial expression to convey information to others. It is very important to notice nonverbal communication when you speak with a person because actions speak louder than words. Nonverbal communication can be used both intentionally and unintentionally, for example, the boss stakeholder might smile unintentionally when they hear a pleasing or enjoyable idea or piece of information. This type of communication is helpful when trying to understand the thoughts and feelings of others (Jonesboro, 2016).

3.3.3 Written communication

Written communication results from the act of writing, typing, or printing symbols like letters and numbers to convey information, whether in an email, a memo, a report, a Facebook post, a Tweet, a contract, etc. There are many forms of written communication but they all have the same goal: to disseminate information clearly and concisely. One of the most common forms of written communications used is email, though less formal channels such as WhatsApp and other online messaging apps are being increasingly being used. The advantage of written communication is that it acts as the final word once a decision has been taken (Bhasin, 2019).

Written communication is helpful because it serves as a record for reference purposes. One of the important things to remember about written communication, especially in the digital age, is that the message lives on, perhaps in perpetuity. There are thus two things to remember: first, write well, because poorly constructed sentences and careless errors make you look bad; and secondly, make sure that the content of the message is something you want to promote or be associated with for the long haul (Willkomm, 2018).

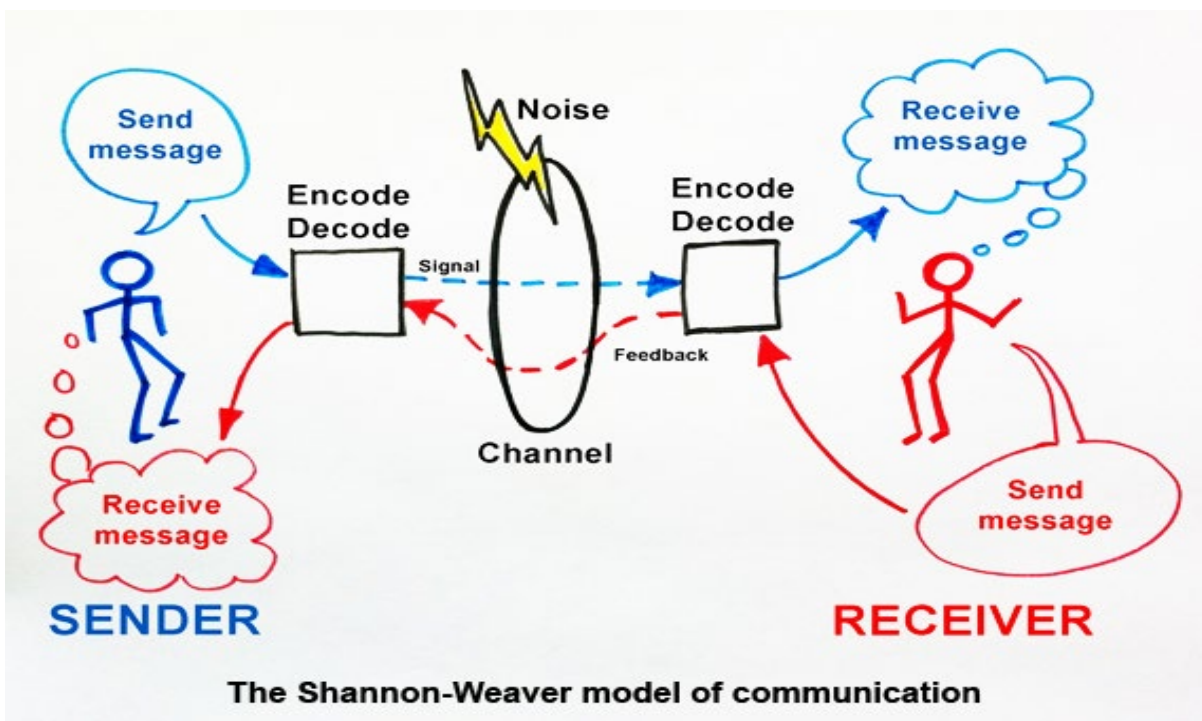
3.3.4 Visual communication

Visual communication is the act of using graphs, charts, sketches, drawings, art, and photographs to convey information. Visual aids can help a speaker to remember an important topic, give the audience something to look at and generally help convey the message being presented (Jonesboro, 2016). They are often used during presentations to provide helpful context alongside written and verbal communication. Because people have different learning styles, visual communication might be more helpful for some to consume ideas and information.

3.4 COMMUNICATION MODELS

Communication models are systematic, usually schematic representations of the process that help explain how communication works. They simplify the process by using icons and symbols to provide a visual representation of the various elements in a communicative encounter. A drawback is that communication models can sometimes encourage traditional thinking and stereotyping while omitting some major aspects of human communication (Businessstopia, 2018).

Figure 3.1: Communication Models



Source: (Putri, 2014)

3.4.1 Linear model of communication

The linear model of communication portrays a one-way process of communication in which a sender sends messages to a receiver who does not reply. The message or signal is encoded and transmitted through channels in the presence of noise. The sender is more prominent in the linear model of communication, which applies to mass communications like television and radio.

This model is not applicable in general human communication, which involves feedback or response to the sender of the message (Bajracharya, 2018)

3.4.2 Components of linear communication

The linear model requires a defined set of components for communication to take place:

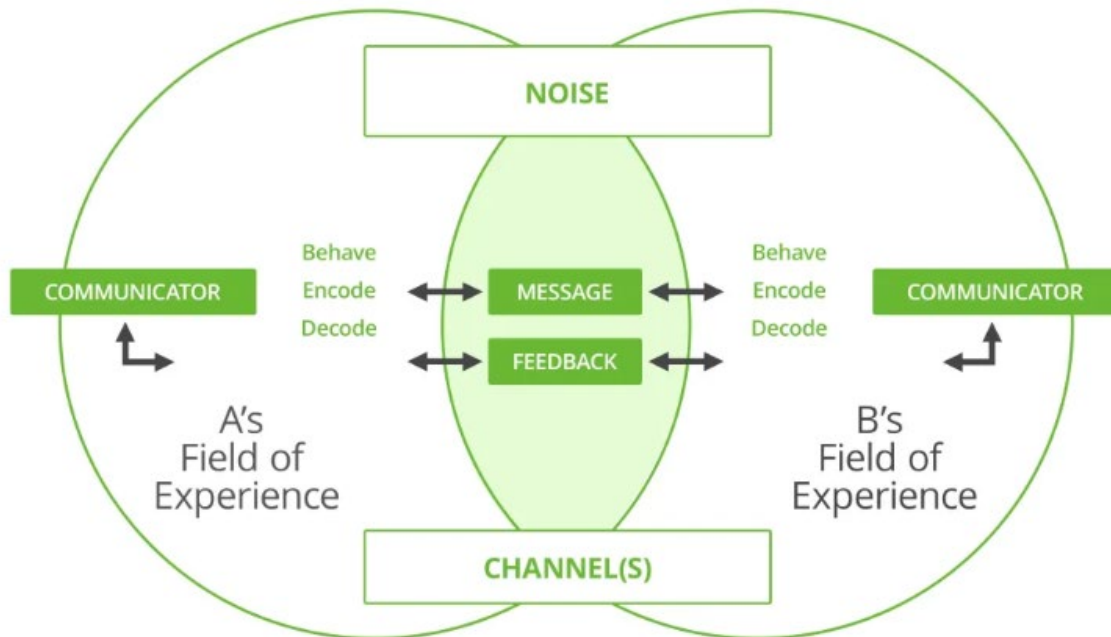
- **Sender** is the person who sends a message after encoding it
- **Encoding** is the process of converting the message into codes compatible with the channel and understandable to the receiver
- **Decoding** is the process of changing the encoded message into understandable language by the receiver
- **Message** is the information sent by the sender to the receiver
- **Channel** is the medium through which the message is sent
- **Receiver** is the person who gets the message after decoding
- **Noise** is the disruption that can be caused in the communication process, in the channel or in the comprehensibility of the message.

Linear models of communication have been largely superseded by two-way, transactional, and mutual models, but they still have a few advantages for businesses

3.4.3 Transactional model of communication

The transactional model of communication depicts the exchange of messages between the sender and the receiver, where each has a turn to send or receive messages. The communicators can be human or machines, but the model is mostly used for human interpersonal communication. It is also called the circular model of communication.

Figure 3. 2: Transactional model of communication



Source: (Crawley, 2019)

The transactional model of communication assumes that the communicators are independent and act in the way they want to. The transactional model is the most general model of communication that covers everyday talk and other forms of human interaction. It is more efficient for communicators from similar environments and with similar individual characteristics. For example, communication between people who know each other is more efficient as they share the same social system. In the transactional model of communication, the communicators are interdependent since both sender and receiver are necessary to keep the communication alive. Transactional communication is not possible if the receiver is not listening to the sender (Businessstopia, 2018).

3.4.4 Interactive model of communication

The interactive model of communication is a two-way communication model, also known as the convergence model. It deals with the exchange of ideas and messages, from the sender to the receiver and vice-versa. Communication takes place between humans or machines, in both verbal and nonverbal ways. This is a relatively new model of communication for new technologies like the web (Bajracharya, 2018).

3.4.5 Components of the interactive model

The interactive model of communication requires different components for the communication process to work:

- **Encoder-Source-Decoder:** The encoder and decoder are the same person/source. The person who originates a message is the source. The second source is also an encoder as well as a decoder. The source acts as an encoder while sending the message and as a decoder while receiving the message. The second source decodes the message, then originates another message, encodes it, and send it to the first source. The source is known to be encoder and decoder during the act of encoding and decoding
- **Message:** Message is the information sent during the interaction
- **Feedback:** The decoder forms a second message after receiving the first which is known as feedback
- **Field of Experience:** Field of experience is the experience and knowledge that the source possesses which affects the message formation and interpretation, such as the source's culture, social behaviour, etc.

(Bajracharya, 2018)

3.5 EFFECTIVE COMMUNICATION

Effective communication is a process of successfully exchanging ideas, thoughts, knowledge and information. In simple words, it is the communication of information by the sender in the way best understood by the receiver (Prachi, 2018). Effective communication is critical to any project and can help it in many ways. It plays a role in product development, customer relations, employment management, in short, virtually every facet of a business operation. Stakeholders are a key audience because they often serve as the conduit to other audiences. If stakeholders are informed and engaged, communication with constituents is likely to be strong as well (Richards, 2019).

According to PMI's Pulse survey, 55% of project managers agree that effective interaction with all stakeholders is the most significant success factor in project management (Project Management Institute, 2013:394-396). Effective project communication sees to it that the right information goes to the right person at the right time and in an economical way. Communication is key to keeping team members,

managers and stakeholders knowledgeable, tracking project objectives, and identifying challenges, risks, misinterpretations, and any other challenges to the successful completion of the project. Effective communication is a significant aspect of team effectiveness in both traditional and virtual teams (Pitts et al., 2012:21-34).

An effective communication process promotes all construction project activity by ensuring suitable information distribution and improving decision making. It is a principal factor in increasing project performance and decreasing project risks. Managers need to improve communication skills such as reading nonverbal signals, dealing with stress, listening and being emotionally aware of others (Robinson, et al., 2014). Managers need to be able to identify the appropriate channels to use in each situation, especially to communicate effectively with the personnel. At an individual and team level, people find it hard to operate in the industry if they do not develop a reciprocally agreed communication modus operandi to underpin their work activities (Kleine, 2013). Effective communication in the workplace is an integral element of a project's success, enhancing relationships within the project and with stakeholders, thereby improving overall engagement, efficiency and effectiveness.

3.5.1 Effects of effective communication

According to Robinson et al. (2014:2014), effective communication helps us better understand a person or situation and recognise difference, build trust and respect and create an atmosphere in which creative ideas, problem solving, affection and friendliness can flourish. This is essential not only in individual relationships but also in professional and organisational relationships.

Effective communication helps the project run smoothly and thereby improves the bottom line. It is a non-cost way of improving the team members' sense of enthusiasm and satisfaction, which increases their likelihood of staying in the project long term (Doucette, 2018). Landon, Slack and Barrett (2018:563) adds that effective communication brings teamwork to life and keeps it alive.

3.5.1.1 Employees work better and faster

The result of effective communication is employees get all the information they need to do their job and thus work better and faster. Effective communication renders everything clear to all stakeholders involved in the project: they know what is expected from them and they know what to expect from the project manager. Effective

communication enables them to prioritise tasks based on their duties as stakeholders and minimises time-wasting and misunderstandings.

3.5.1.2 It improves productivity

According to Richards (2014:2014), effective communication in organisations involves first constructing a performance baseline, then identifying areas for improvement. After the improvements have been implemented the situation is re-evaluated. A well-designed organisational plan can improve the day-to-day functions of a department and must focus on effective communication and listening (Richards, 2014:2014).

Team members being able to communicate effectively at work can help to increase overall productivity in a project. Good communication can enable the project manager to understand an employee's talent and skills, and give a clear direction to the best people suited to a specific task, thus improving the overall turnaround time of any given project (Zambas, 2019).

3.5.1.3 Creates more loyalty and motivation

Through effective communication, stakeholders will relate to the project work and defend the organisation's future. Effective communication strategies can build a sense of identification between the project and its stakeholders. Team members pursuing the project's values and goals are loyal to the company's mission. Stakeholders find they can market the project's services with enthusiasm.

Richards (2014:2014) observes that effective communication in organisations implies top-down engagement. Organisations that communicate successfully are characterised by solid manager-to-employee communication. They provide training and coaching for managers to help them develop their communication skills, and have adequate communication tools to enable managers and employees to leverage the effectiveness of their communication efforts (Richards, 2014:2014).

3.5.1.4 Increases employee satisfaction

Effective communication promotes pleasant relationships in a project, which fosters a positive project environment. When a team member brings a concern to a project manager, they know the project manager will listen and be responsive to their concern. Effective communication helps the project to embrace the diversity of employees, breaking down barriers based on culture, personality and experience, and making them feel welcome in the organisation (Gregory, 2011:29-37).

3.5.1.5 Boosts customer satisfaction

When communication is effective, stakeholders have a more satisfying experience of doing business with a project. Employees communicate professionally in front of customers and know how to keep the stakeholders happy with the progress of the project. The stakeholders' and customers' satisfaction rubs off on the project operators and makes them feel special and important.

3.5.1.6 It resolves conflict

Effective communication is not about who is right and wrong, but about having open, honest, and positive discussions to ensure that everyone's needs are met as best they can be. The project manager should keep an eye on the work being done so as to work hand-in-hand with employees, resolving possible grounds for conflict and making the project environment relaxed and enjoyable (Zambas, 2019).

3.5.1.7 It improves team building

Effective communication can build a strong team in a project. When team members confer with each other regarding their work, consider other views and discuss their progress, they will be encouraged to collaborate. The strength of the unit created by effective communication will render member's eager to perform well and boost each other. If the team members feel important in the workplace their positive attitude will lead to greater productivity (Zambas, 2019).

Communication is currently acknowledged as a significant contributor to success in the global project industry. Effective communication is becoming more significant in construction because of the developing demands of projects, with large amounts of technical work and the growing complexity of the supply chain process. Construction projects involve numbers of companies with different backgrounds, diverse stakeholders, cultures, and areas of expertise (Firmawan et al., 2012:182-192).

3.6 INEFFECTIVE COMMUNICATION

Ineffective communication can generate long and short-term resentments as well as decreased work productivity. People are generally unaware of possible pitfalls in communication when they are engaged in it. Paying closer attention to how they send and receive information can reduce communication problems and improve relationships (Karen, 2019). Anything that can disrupt the process of communication can create ineffective communication in a project. Managers should focus on

communicating with employees, as the resultant satisfaction enhancement and integration will improve the company's performance in coordinating materials, information and money (Jacobs et al., 2016:60-70).

Miscommunication can occur if project managers do not regularly communicate with stakeholders to keep them updated and informed about the progress of the project. Project managers sometimes ignore certain messages because of the load of the information they receive and need to distribute. Yet to do so might offend stakeholders, whose support for the project is likely to dwindle (Caniëls, and Bakens, 2012:162-175).

It has been found that ineffective communication is a fundamental component in poor performance in the construction industry. It damages organisational structures and can result in a disjunct between design and production and a failure to meet the project objectives (Cerezo-Narvaez, Pastor-Fernandez, Otero-Mateo and Ballesteros-Perez, 2020:1386).

3.6.1 Effects of ineffective communication

Ineffective communication can cause problems in a project or business by detracting from progress, productivity, creativity etc. The result is a decrease in employees' morale and engagement and possible project failure. Externally, the absence of proper communication is likely to cause stakeholder dissatisfaction. Internally, employees will feel disconnected, with no clear direction from the project manager, resulting in high dissatisfaction, and low engagement and performance.

3.6.1.1 Lower productivity

Employees desire a working environment where they can build relationships with everyone in the workplace and share their ideas and perspectives. It becomes problematic when they have no forum for sharing ideas or access to resources that will enable them to perform their job optimally. They might lose morale and become demotivated, which will inevitably lead to lower productivity (Liz, 2019).

3.6.1.2 Bad project culture

A bad project culture can be engendered when there are no decent communication channels put in place in the construction project. The lack of accurate project information, few team meetings and ambiguity over important decisions can lead to a poor project culture. A successful project is the result of good project culture because of effective communication among team members and stakeholders (Bilal, 2018).

Ineffective communication is a cause of distrust, which also conduces to a bad project culture.

3.6.1.3 A conflict in the project

Ineffective communication may lead to conflict among stakeholders because of limited resources in the organisation such as budget, equipment, and suppliers. If communication is deficient in respect of limited resources, this might result in conflict. Resources might go to departments and individuals who do not need them, leaving those who do need them without what they need, with a concomitant decrease in productivity. The project manager must therefore make sure that the communication between stakeholders is open and constant (Anton, 2017).

3.6.1.4 Ineffective project leadership

Leadership in a project is not complete without good communication. Without proper communication skills, a project manager cannot look ahead and be able to think clearly, plan properly for the future of the project and influence team members, stakeholders and customers (Bilal, 2018). Team members depend on the project manager to give instructions, direction, and feedback, but if the leader cannot communicate such things, the project will not progress (Liz, 2019).

3.6.1.5 Customer dissatisfaction

Ineffective communication leads to customer dissatisfaction because customers are not getting the information they need from the project manager. Conversely, unless the project manager invites feedback, s/he will not be able to identify what is missing in the communication process or customer experience.

3.7 STAKEHOLDER-FIT COMMUNICATION

Stakeholders and communication are classified in a bewildering number of ways that form the basis for various theories. Some define communication as a process while others define it as a product. The theory of communication suggests numerous ways for a conversation to work for all those engaged. It has been noted that all relevant stakeholders must be included in the conversation, and that conversation must include discussion of all the kinds of problems possible in the project. Stakeholders should receive information where they can easily access it and reciprocally present their views and influence the structure of the project (Xue, Zhang, Wang, Fan, Yang and Dai, 2018:417-427). There are three platforms of communication that are needed in

effective stakeholder management: reports, public relations, and purposeful communication (Lynda, 2018).

Report communication: The project manager is expected to provide all stakeholders with periodic reports on the progress of the project. Such reports can also be copied to other parties when needed

Public relations: This communication involves both information broadcast to the community about the project and marketing material promoting the value of the project to wider stakeholders. Public relations nowadays involve the use of social media and web portals to distribute information. These sources must be used responsibly to encourage trust.

Purposeful communication: This conveys information to stakeholders specifically affected by certain information for certain reasons. This includes giving direction to team members, influencing the key stakeholders, and instructing suppliers.

3.8 COMPANY-WIDE COMMUNICATION

Managing company-wide communication involves tried and tested practical procedures for advancing the efficiency of communication in the organisation. It covers several key areas, from creating communication networks that ensure employee security, to overcoming barriers to communication and monitoring and controlling its costs (Yan, Qian, Sharif and Tipper, 2012:5-20).

Maintaining constant communication with employees about the project is what each stakeholder must consistently be working on, although establishing a working environment characterised by effective communication is the responsibility of leadership/project managers (Treasurer, 2016). The following steps conduce to strong company-wide communication.

3.8.1 Identify target audience

The various audiences who will receive the message created by the project manager must be known. An audience can consist of managers, the community, employees etc. The message created should be created in a way that will satisfy the different needs of these various audiences. The project manager should encourage employees and managers to create messages aligned with targeted audiences and conveyed in the best way.

3.8.2 State the key message

Key messages have to be effectively communicated because they contain major company announcements on subjects like strategic goals and policy changes. Key messages must be clearly defined before communication begins and the kernel of the communication must be capable of being summarised as a takeaway. Defining key messages is the best way to save the company and its audience the lost time and frustration that comes with unstructured or goal-less communication.

3.8.3 Choose the best channel

The selection of the best channel for communication should be based on the size of the audience, the source to drive the information and the nature of the information shared. Many messages are easy to convey by email, but if the message is more personal or broaches a weighty issue then it will require expression by letter or note. Nothing, however, can replace face-to-face communication. Although gathering employees for meetings may seem awkward, it is nevertheless necessary in certain instances. Effectiveness must be considered rather than convenience when selecting the channel for communication.

3.8.4 Determine the message sender

The sender of the message should be presentable as a believable and reliable person to the target audience so that they will pay attention to the message. It must be a person who can answer questions accurately and inspire the audience with his or her content knowledge.

3.8.5 Identify the right time

Determine the right time for the information to be conveyed to the receiver. Discussion of issues with employees and stakeholders must always be done at an appropriate time, whether the news is good or bad.

3.8.6 Determine the feedback method

Communication without feedback is incomplete and ineffective. Effective communication includes a feedback cycle to make sure that messages are received and understood. One should make sure that the communication system is in good condition and guarantees quality communication and feedback. No content must be lost during the process of communication via email, phone, meetings etc.

3.9 COMMUNICATION PLAN

Table 3.1: Communication plan.

Stakeholder Name	Internal/ External	Information	Responsibility	Objectives of Communication	Frequency	Other Audience	Medium	Format
1.Construction Project	Internal	Approval	Project Manager	More resources requested	As required	Sponsors Shareholders, Owners	Copies	Email
2.Project Owners	Internal	Report the status of the project	Project Manager	Activities, progress, costs and issues	Monthly	Project Sponsor, Project Team, Stakeholders, Shareholders	Intranet	Email
3.Management	Internal	Evaluation Report	Supervisor	Report on the status of the project	Once a month	Project Manager	Face-to-face, Conference Call	Meeting
4.Shareholders	External	Increment of resources required	Finance Manager	Shares will be affected by resources	When required	Owners	Internet	Email
5.Sponsors	Internal	Progress Report	Program Manager	Update sponsor on status and critical or escalated issues	Monthly	Owners and client	Face-to-face and Intranet	Meeting and email
6.Customers	Internal	Milestones and achievements	Tournament Organizer	To motivate them to succeed in the project	Quarterly	Spectators	Face-to-face	Training sessions
7.Employees	Internal	Review project objectives and management approach	Project Manager	Introduce the project team and the project	Once	Project Sponsor, Management	Face-to-face	Meeting
8.Inspectors	External	Sales changes	Marketing Manager	Increase share price	Bi-annual	Leaders and customers	Advertisements	Flyers
9.Community	External	Milestones in the project	Tournament Organizer	Keep them updated for employment	At the start	Spectators, Customers	Face-to-face	Conference
10.Construction Governing	External	Legislation changes	Directing Manager	Engage the project with new constitution	As it is implemented	Project Sponsor, Project Team	Internet	Email

3.10 CONCLUSION

Communication is very important in construction projects because it can determine the success or failure of the project. The project succeeds when the project manager sustains effective communication for the duration of the project but fails if communication is ineffective among the stakeholders. Communication provides consistency for stakeholders to oversee the project while allowing decisions to be made quickly. Effective communication also keeps all the stakeholders informed about the work's progress and consistent in their duties so that the project does not falter (Aulich, 2013:92-101).

Construction project managers should implement a combination of leadership styles to overcome project challenges. Carter and Greer (2013:375-393) points to the value of combined leadership styles to optimise effective communication in the construction environment. The project manager needs a leadership style to manage any circumstances that s/he might come across in the course of the project. Yang et al. (2010:207-219) recommend that managers adjust their leadership style when the situation turns, applying different styles at different phases in the project life cycle. Whichever style best promotes open and appropriate communication should be adopted.

CHAPTER 4

4.1 INTRODUCTION

This chapter focuses on the design and methodology chosen to undertake this research to meet the research objectives. The chapter will cover the research design and approach, the targeted population, the sampling technique, sample size, data collection method, instruments utilised to interpret the data, the assumptions made and the limitations of the research.

According to Zachariadis, Scott and Barrett (2013:855-879) a research project is about methodical action directed towards innovation and the development of an established body of knowledge. It is based on the analysis of hypotheses or suggestions for the purpose of determining cause-effect relationships, which must be tested against objective reality. Research is a systematic process of gathering and examining information to improve an understanding of the facts that are the subject of concern or interest. Research may be described as the art of scientific examination, necessarily involved in creativity and innovation. From a rational perspective, what is hidden in the universe can only become visible through scientific research.

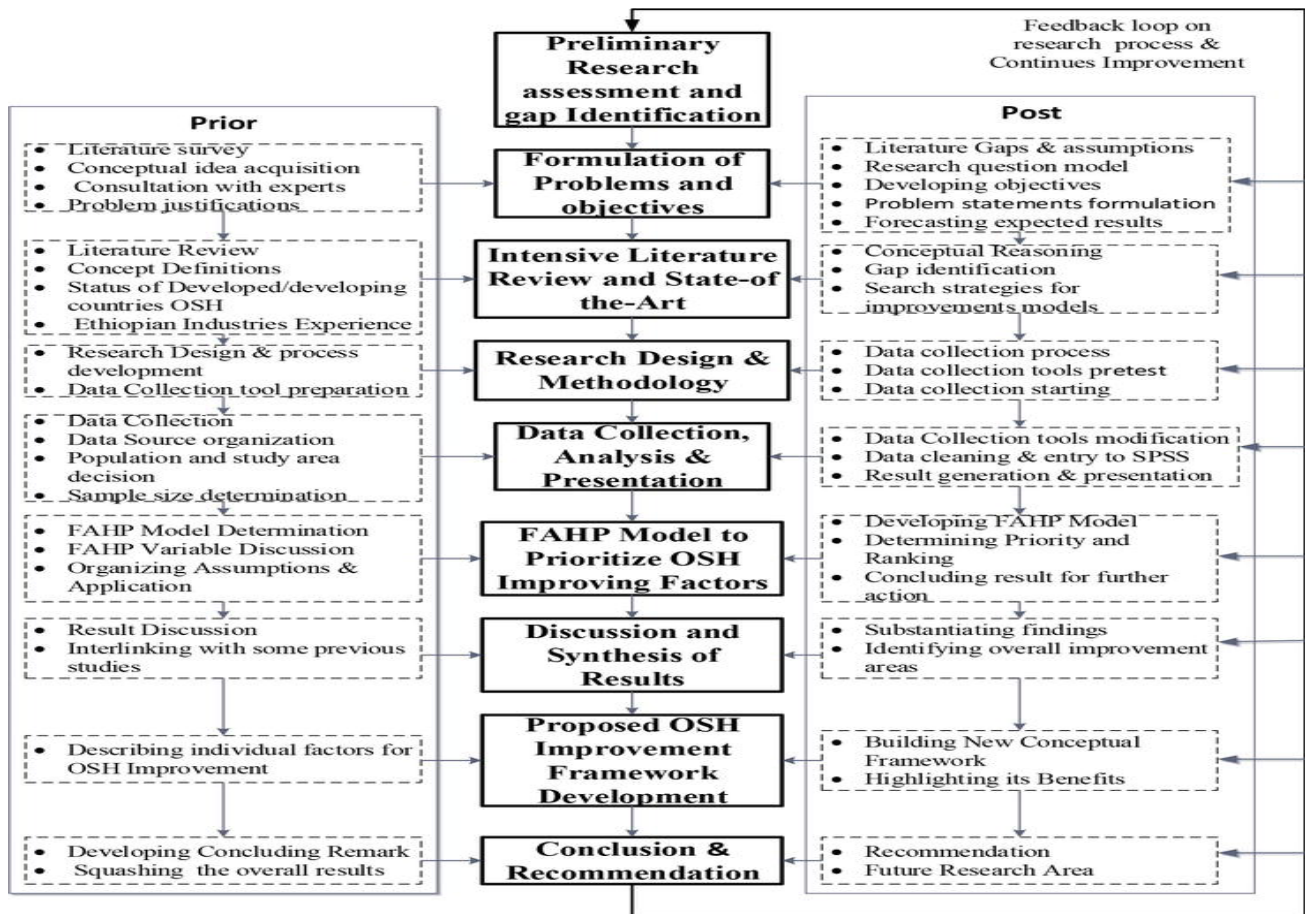
4.2 RESEARCH DESIGN

A research design is a structure that has been created to find answers to research questions. The research design is thus the theoretical structure within which research is conducted, establishing the conditions for the collection, measurement and analysis of data. The design is thus the framework of what the research will do, from writing the hypothesis and its operational effects to the final analysis of data (Yüksel and Yıldırım, 2015:1-20).

According to Creswell (2014), a research design comprises the set of methods and techniques applied in gathering and interpreting data from the variables identified in the study. The design of the study therefore incorporates the study type, research problem, hypotheses, independent and dependent variables, experimental design, data collection methods and (if applicable) a statistical analysis plan.

This study adopted a typical research design, conducting a literature review to identify the field of research, the research problem and the research questions. These determined the choice of research population and the decision to use mixed-methods research, based mainly on analysis of responses to a survey questionnaire.

Figure 4.1: Research Design plan



Source: (Sileyew, 2019)

4.3 RESEARCH METHODOLOGY

Research methodology refers to the investigative system brought to bear on the research problem. It includes the research methods employed but encompasses also theoretical evaluation of the reasons for their use.

The research methodology is chosen in order to deliver the study's key research objectives. This study used both quantitative and qualitative methods and a combination of primary and secondary sources. The qualitative data supports the quantitative data and analysis, meaning that the results are triangulated for greater validity.

4.4 RESEARCH STRATEGY

The research strategy is a step-by-step design or action plan that enables the researcher to perform research systematically to produce quality results and detailed reporting. A research strategy

enables one to stay attentive, decrease dissatisfaction, improve quality, and most importantly it saves time and resources. This study was careful to stick to a carefully formulated plan of action.

4.5 TARGET POPULATION

The target population for a study is the comprehensive group of individuals having common characteristics which the researcher is interested in examining for research and information analysis (Stuart, Cole, Bradshaw and Leaf, 2011:369-386). The target population is the group from which the research sample is drawn (Banerjee and Chaudhury, 2010:60-65). In this study, the target population is one large construction organisation in the Western Province of South Africa, based in Cape Town metropolis. More precisely, the research population comprises project practitioners working from a construction site in Woodstock in the Cape Metropolis. These practitioners include all the people who work regularly at the site (some are employed directly by the company and others work for sub-contractors) as they are involved in the daily operations and understand the issues within the project.

4.6 POPULATION VALIDITY

Population validity defines how perfectly the sample used can be generalised to a population as a whole (Barratt, Ferris and Lenton, 2015:3-21). There are two forms of validity, internal and external. Internal validity analyses whether the research conducted enabled trustworthy answers to the research questions to be found, checking methodical error or bias.

External validity examines whether the findings of a study can be generalised to other contexts. Studies are conducted on samples, and if sampling was random, the sample should be typical of the population and so the outcomes of the study can validly be generalised to the population from which the sample was drawn. But the results might not be generalizable to other populations. External validity, like internal validity, is based on judgement and not a computed statistic (Pritchett, and Sandefur, 2014:161-197).

This study was a case study whose population comprised employees involved in one construction project managed by one large construction firm. The results should be generalizable to a limited degree to other projects of a similar size in similar locales managed by this and other firms.

4.7 SAMPLING OF THE TARGET POPULATION

The findings of any study of a phenomenon on a large scale are based on a sample of the research population. The fundamental purpose of any sampling strategy is to reduce costs by limiting

research labour and time. Typically, a small number of participants is chosen in such a way that they can be assumed to characterise the population as a whole. The process of sampling should aim at the prevention of bias and the achievement of the highest accuracy given the resources available (Kumar, 2011:42). Although sampling saves time and resources, it always risks compromising the truthfulness of the results (Kumar, 2011:177).

According to McCombes (2019), there are two kinds of sampling technique, probability sampling and non-probability sampling.

In a non-probability sample, the individuals are chosen for non-random reasons (e.g., their depth of knowledge or experience), and not every individual has the same probability of being selected. This kind of sample is simpler and cheaper to access but it cannot be used to make valid arithmetical assumptions about the entire population. That is why this study had recourse to probability sampling.

4.8 PROBABILITY SAMPLING

Probability means that each member of a population has an equal chance of being selected. The probability sampling technique is used to produce results that are representative of the whole population. It involves random selection that enables statistical inferences to be made about the whole group. There are four main types of probability sample:

Simple random sampling – In simple random sampling, each member of the population has an equal opportunity of being selected. The sampling frame must include the whole population.

Systematic sampling – This is comparable to simple random sampling, but it is mostly a little simpler to perform. Every member of the population is registered with a number but instead of randomly choosing numbers, individuals are selected with regular frequency.

Stratified sampling – Stratified sampling is suitable when a population has mixed characteristics. In this sample, the researcher must make sure that each characteristic is regularly represented in the sample.

Cluster sampling – This sampling involves dividing the population into smaller groups, though every small group must have similar qualities to the population as a whole sample. Instead of sampling individuals from every small group, the researcher randomly selects entire subgroups.

This study employed systematic random sampling, which involved the random choice of the first participant, and thereafter every third person was selected. This was chosen because it is easy to understand the system and provides a sense of order and control to the researcher and the

participants (Ko, LaToza and Burnett, 2015:110-141). Systematic sampling or interval sampling is based on arranging the population in an ordering scheme and selecting at random regular intervals. This reduces the possibility of bias in the selection of the sample.

4.9 SAMPLE SIZE

A sample is a subgroup possessing the characteristics of a larger population. A sample should therefore represent the population as a whole and not reflect any bias towards a specific attribute (Kenton, 2019).

The sample size of a study usually refers to the quantity of units that were chosen for data to be gathered from. However, sample size can be defined in different ways. There is a specified sample size, which is the number of sample units chosen for contact or data collection. There is also the final sample size, which is the number of completed interviews or units from which data are collected. The final size may be much reduced from the selected sample size if there is substantial non-response, disqualification, or both (Shapiro, 2011:782-783).

Given the size of the research population in this study, the recommended sample size was a minimum of 100 project practitioners specifically in construction within a municipality in the Cape Metropolis. The project practitioners targeted in this research comprised 30 administrators, 20 team and sub-team leaders, 30 project team members, and 20 contracted organisations in the construction project.

4.10 SAMPLING BIAS

Sampling bias is a partiality in which a sample is composed in such a method that some representatives of the proposed population have a lower or higher possibility to be selected than others. It results in an unfair sample (Verma and Betti, 2011:1549-1576). Sampling bias can also occur when a sample size is too small accurately to reflect the target population as a whole (McCutcheon, 2011:785). However, for this research, the researcher made use of random sampling to create a sufficiently large sample, avoiding bias and making sure that all the characteristics of the population were present in the sample.

4.11 DATA COLLECTION METHODS

Data collection is an organised process of gathering and evaluating data from various sources to deliver the answers to research questions. According to Dudovskiy (2018), data collection methods

can be divided into two categories, primary and secondary. This study involved the primary and secondary collection of qualitative and quantitative data.

4.11.1 Primary data collection methods

Primary data collection is the collection of data that is first-hand and unique. Primary data collection is required when the research has not been done before and the researcher has to collect fresh data. Primary data can be qualitative or quantitative. Qualitative data collection methods are field observation, interviews and informal discussion, while quantitative data collection methods include survey questionnaires and formal interviews (Sileyew, 2019).

Quantitative data collection methods – often involve mathematical calculation based on questionnaires with closed-ended questions, methods of correlation and regression. Quantitative methods can be applied more rapidly and cheaply than qualitative methods (Dudovskiy, 2018).

Qualitative data collection methods – do not include numbers, but focus rather on sounds, feelings, words, emotions, and colours. Qualitative data collection methods include interviews, questionnaires with open-ended questions, focus collections, examination and playing games, and can achieve an in-depth understanding of people's perceptions (Dudovskiy, 2018).

4.11.2 Secondary data collection methods

Secondary data collection involves the gathering of data from sources that have already been assembled by others. Secondary data is available in newspapers, books, journals, magazines, and online portals. Suitable consultation of secondary data plays a significant role in determining the field of research and increasing the levels of research validity and reliability (Dudovskiy, 2018).

In this study, the researcher used both primary and secondary data collection methods. Secondary data collection took the form of a wide-ranging review of literature in the research field, involving sources such books, journal articles, online websites etc., all duly referenced. Primary data collection methods comprised both qualitative data collection and quantitative data collection, via interviews and questionnaires, which are classic social sciences research tools (Robinson, Emden, Croft, Vosper, Elder, Stirling and Vickers, 2011:330-344).

4.11.3 Questionnaire design

Questionnaire design involves devising and ordering the questions in the survey instrument that will be applied to accumulate data about a phenomenon. An important goal of the questionnaire layout

process is to reduce the degree of measurement error in a survey (Holyk, 2011:657-659). Questionnaires comprise a set of written questions created to gather data about the views, favourites, encounters, objectives, and performance of individuals, ideally formulated for the purpose of systematic study (Farnsworth, 2019). The questionnaire is the core instrument for obtaining primary information in practical research, given that the researcher can decide on the sample and the types of questions to be asked (Lawrence and Tar, 2013:29-40).

Questionnaires are highly appropriate for gathering information from many people within a short period of time. There is a caveat that a poorly designed questionnaire can yield results that are uninterpretable or poor, and can lead to inaccurate conclusions (Dormann, Elith, Bacher, Buchmann, Carl, Carré, Marquéz, Gruber, Lafourcade, Leitão and Münkemüller, 2013:27-46).

4.11.3.1 Types of questionnaires

There are two main types of questionnaire: quantitative and qualitative. Both were used in this research because of the kind of information they could provide (Ndukwu, 2019).

4.11.3.1.1 Formal standardised questionnaire (quantitative)

Quantitative questionnaires are also known as structured questionnaires, capable of yielding quantifiable data.

4.11.3.1.2 Exploratory questionnaire (qualitative)

Qualitative questionnaires, also known as unstructured questionnaires, are used to collect qualitative data which is information about individuals' experiences, feelings and perceptions.

4.11.3.2 Open-ended and closed-ended questions

According to Singer and Couper (2017:115-134), closed-ended questions give the respondents a list of alternatives and require them to select one or more items from the list as an answer to the question. Open-ended questions allow the respondents to convey their views freely, in their own words and not limited by given options. This study used both open-ended and closed-ended questions. There are more closed-ended questions, because these submit more readily to quantification and analysis.

4.12 DATA ANALYSIS

Data analysis is the process of assessing information using analytical or statistical instruments. The latter include programs like Excel and SPSS (Grant, 2020). According to Baskarada (2014:1-25), numerous investigative techniques provide methods of inductive inference from statistics and differentiating the indication (the phenomenon of interest) from the noise (statistical fluctuations)

present in the data. The data analysis in this study was supported by SPSS software which contributed much to the findings. The software examined and compared the outcomes of various variables used in the research questionnaires. Excel spreadsheets were also employed to translate analytical results into tables, graphs, polygons, and charts (Sileyew, 2019).

Data analysis processes raw data that has been ordered and organised. It is not only about the numbers, but also about making/asking questions, developing explanations and testing hypotheses. Data analysis is a multidisciplinary field that combines computer science, artificial intelligence & machine learning, statistics & mathematics, and knowledge (Cuesta, 2013:1). In this study, completed questionnaires were gathered, cleaned, edited and coded before analysis with the aid of SPSS and Excel.

4.13 VALIDITY AND RELIABILITY

Reliability and validity are two of the most important attributes in the assessment of any research instrument (Mohajan, 2017:58-82). Reliability is about the stability of a measure or form of measurement and validity is about its truthfulness. When designing a research study, deciding on its methods, and writing up the outcomes, it is crucial to consider its reliability and validity (Middleton, 2019).

Reliability is an index of the frequency with which the determining method or questionnaire produces (or would produce) the same result on repeated trials (Toke, et al., 2012:372-383). Reliability is therefore a measurement of consistency (Crano et al., 2014). It can be classified into four types: test-retest reliability, alternate form's reliability, split-half reliability and internal consistency reliability (Drost, 2011:105-123).

Validity is the degree of connection between a measurement device and the thing that it is supposed to measure (Crano et al., 2014). That is, the validity of a research instrument is assessed in terms of whether it measures what it is expected to measure (Heale and Twycross, 2015:66-67; and Robson, 2011). The major purpose of validity assessment is to determine whether the research methods used have in fact achieved the declared goals of the research study. The following table sums up the essential aspects of these concepts:

Table 4.1: Validity and Reliability

	Validity	Reliability
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What does it mean?	The extent to which findings really determine what they are expected to measure.	The extent to which the findings can be reproduced when the research is repeated under the same circumstances.
How is it assessed?	By verifying how well the outcomes correspond to established hypotheses and other measures of the same concept.	By verifying the consistency of outcomes across time, across various observes and across parts of the test itself.
How are they related?	A valid measurement is normally trustworthy: if a test creates accurate outcomes, they should be reproducible.	A reliable measurement is not always valid: the results might be reproducible, but they are not necessarily appropriate.

Source: (Middleton, 2019)

Validity and reliability increase transparency and reduce the possibility of researcher bias in qualitative research (Singh, 2014:77-84). By using different types of methods to collect data and obtain accurate information, a researcher can enhance the validity and reliability of the research.

4.14 ETHICAL CONSIDERATIONS

According to Pandya-Wood, Barron and Elliott (2017:1-21), the following are the most significant values associated with ethical considerations in research:

- No research participants should be exposed to harm in any way
- The researcher should respect and prioritise the dignity of the research participants
- The privacy of the research participants must be carefully protected.
- A suitable level of privacy of the research data should be guaranteed
- The anonymity of participants and organisations participating in the study must be guaranteed
- Communication about anything related to the study should be done with honesty and transparency
- Any type of misleading information, and representation of primary information or findings in an unfair way must be avoided.

A further area of ethical consideration relates to the likelihood of harm to the researcher, a problem that was introduced as Tips and Skills Safety in research. The matter of damage to participants is additionally addressed in ethical codes by injunctions to preserve the anonymity and privacy of

records. Any issues relating to confidentiality and anonymity should be negotiated and agreed upon with participants. possible research individuals and if the confidentiality or anonymity is requested:

- a) The respondent must first have been told to whom the data would be provided and the purposes for which it will be used.
- b) The researcher must guarantee that the data will not be used for any non-research purpose and that the receiver of the information has agreed to conform to the requirements of the code.

(Bryman and Bell, 2011)

4.15 LIMITATIONS OF THE STUDY

The limitations of a study are matters and circumstances that are out of the researcher's control. They determine the extent to which a study can go, and sometimes affect the outcomes and conclusions that can be drawn. Every study, no matter how well it is constructed and conducted, will have limitations. This is one of the reasons why the words "prove" or "disprove" are seldom used concerning research findings. The research might have limited access and application to only certain people in an organisation, certain documents, and certain data (Simon and Goes, 2013).

According to Mavletova (2013:725-743), time constraints affect surveys, in that people who feel overworked and struggle with real or apparent time constraints are less likely to answer a survey. Surveys often also suffer the limitation of driving respondents into particular response categories, thereby limiting the range of responses. Unlike an interview, where respondents can ask clarifying questions, respondents are usually limited to the text in the survey itself for direction about how to respond and complete it. Another example of a survey limitation is when the researcher is restricted to accessing only a small geographical area which does not provide the full range of possible responses (Theofanidis and Fountouki, 2018:155-163).

Time was one of the limitations of this study. The data might have been collected more carefully if there had been more time, although it is probably the case that all studies have limited time for research and data collection. Another common limitation for many studies that also affected this study was funding. Money is an issue for many studies because it is needed to purchase necessary equipment and to travel for data collection. When financial resources are scarce, certain compromises have to be made, and these might affect the outcomes of the study (Moura, 2017).

4.16 ASSUMPTIONS

- All the people who participated in this research had a sincere interest in participating because the feedback from questionnaires would give them clarity about the importance of communication and their current performance of communication.
- The inclusion principles of the sample are suitable and therefore guarantee that the participants have all experienced the same or similar phenomena that are the subject of the study (Wargo, 2015).

4.17 SUMMARY

In this chapter, there has been extensive discussion of the research design and the research methodology, explaining the manner of enquiry and the line of enquiry pursued in the study. The chapter covered the procedures employed to select a population sample and to collect and analyse data to respond to the study's research questions. The study's overarching research strategies and methods framed the foregoing account of the research process, from problem formulation to measures for validation. Particular attention was paid to the case study format, sampling, questionnaire construction and administration, and interview methods and protocols.

CHAPTER 5

Capturing data, data analysis and research interpretation

5.1 INTRODUCTION

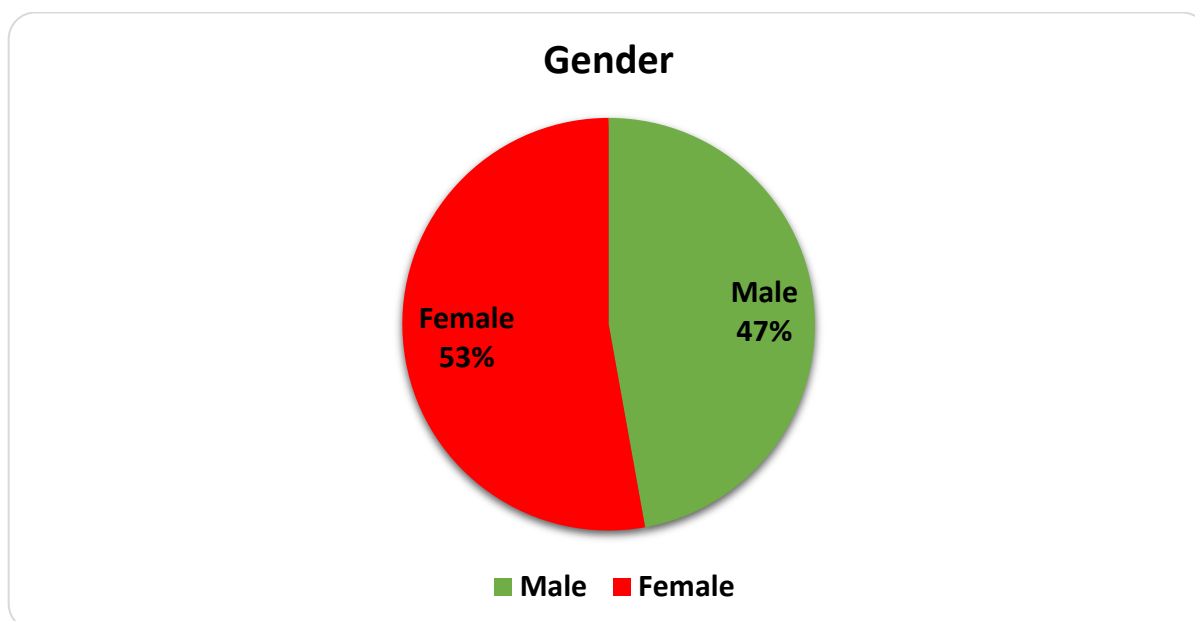
This chapter discusses and interprets the findings from the questionnaires completed by the target population sample. The questionnaires were structured into three sections, A, B and C. Section A was biographical, seeking confirmation that the participants did indeed qualify for inclusion in this study based on their involvement in construction projects. Section B used a Likert Scale to measure participants' responses to questions about aspects of communication among stakeholders in construction projects. Section C comprised open-ended questions that gave the participants an opportunity to express their thinking on what might have been omitted from the Likert Scale structured questions about communication. Participants could express their thoughts about the entire communication set-up, including ideas about what should be done in order for communication to flow, what kind of resources should be used to make the communication flow and what was currently blocking the flow of communication in projects.

5.2 SECTION A: BIOGRAPHY

Question 1: Gender

This question was posed to see which gender dominated the industry and how social norms and power structures associated with gender might affect communication.

Figure 5.1: Gender



Source: Author's own construction

Table 5.1: Gender

Gender	Percentage
Male	47%
Female	53%

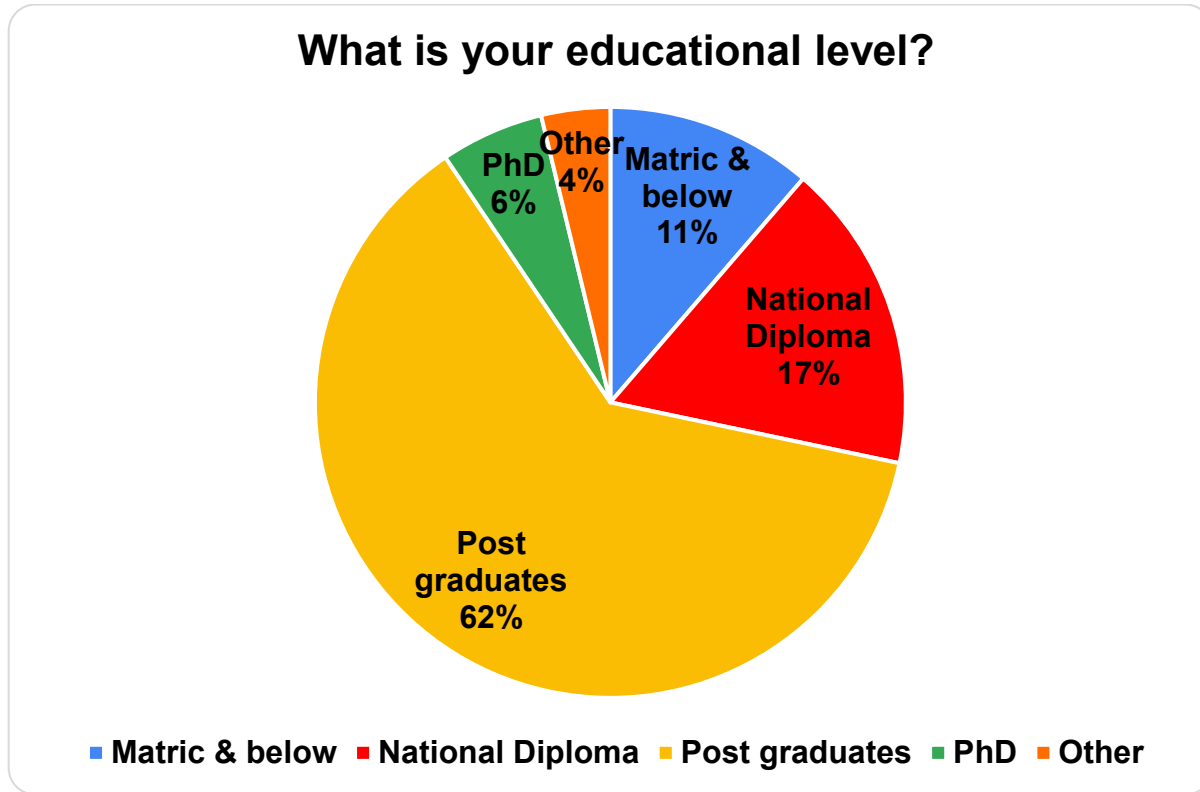
Source: Author's own construction

Figure 5.1 and Table 5.1, above, indicate that 53% of the respondents were female and 47% were male. This indicates, perhaps surprisingly, that there are more women involved in communication in construction projects than men.

Question 2: Educational level

The purpose of this question was to determine the qualifications of the participants because the researcher believed that the higher the level of education, the more appropriate and accurate information the participant might be able to contribute to the survey.

Figure 5.2: Educational level



Source: Author's own construction

Table 5.2: Educational level

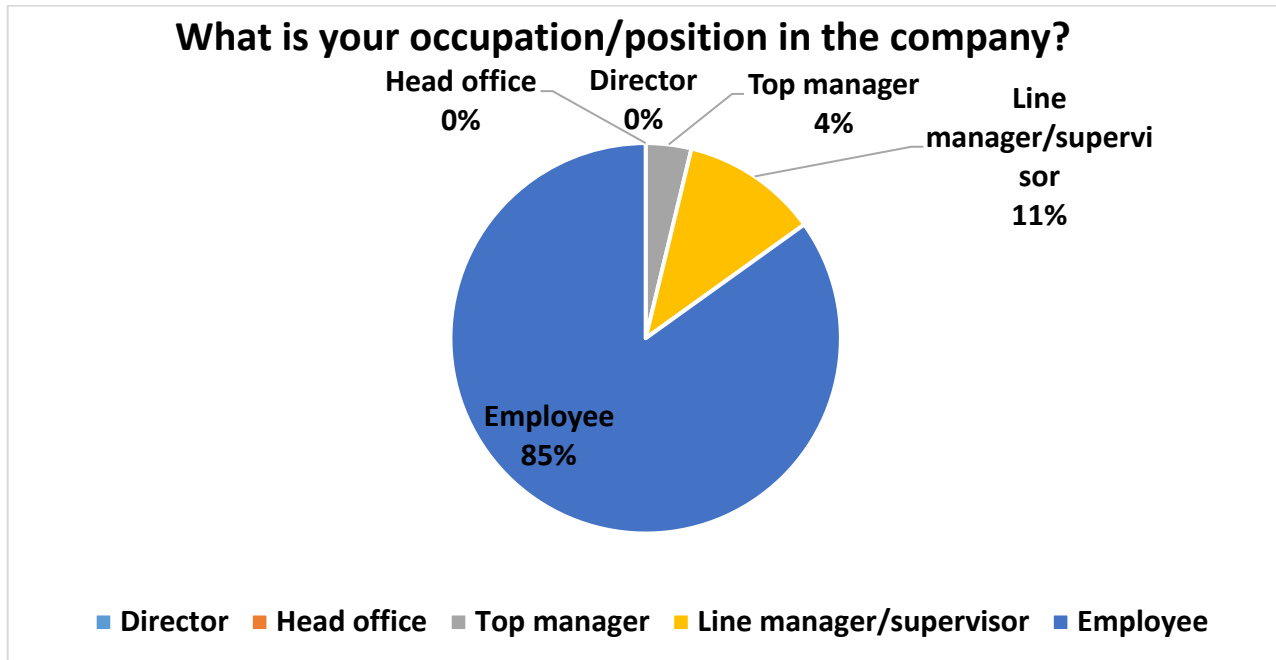
Qualification	Percentage
Matric & below	11%
National Diploma	17%
Postgraduate	62%
PhD	6%
Other	4%

Source: Author's own construction

According to Figure 5.2 and Table 5.2, above, a majority of 62% of the respondents have degrees, 17% have national diplomas, 11% of the respondents have Matric and below, 6% of the respondents have a PhD, while the remaining 4% have some other qualification.

Question 3: What is your occupation/position in the company?

This question sought to determine whether the respondents are suitably positioned to take part in the survey. Those in operational positions with some bearing on communication would be best placed to respond.

Figure 5.3: Occupation/position in the company.

Source: Author's own construction

Table 5.3: Occupation/position in the company.

Occupation/position	Percentage
Director	0%

Head office	0%
Top manager	4%
Line manager/supervisor	11%
Employee	85%

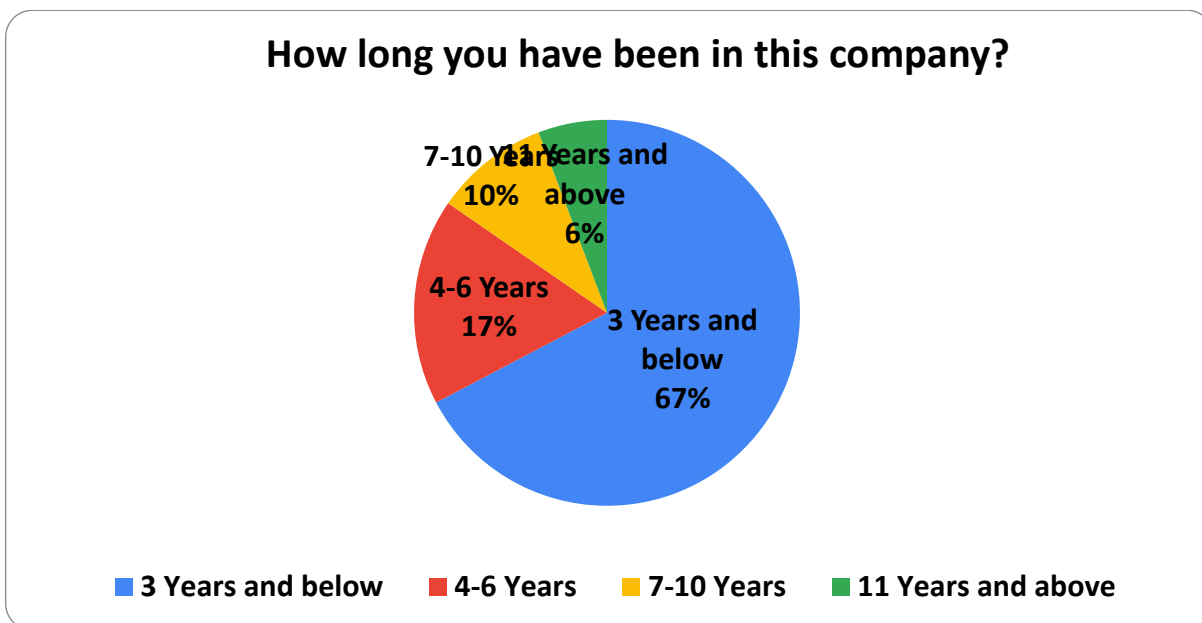
Source: Author's own construction

Figure 5.3 and Table 5.3, above, indicate that none of the respondents were Directors or Head Officers, but 4% were top managers, 11% line managers/supervisors, and the remaining 85% employees. The preponderance of employees was not a bad thing, because they were in a good position to judge the flow of communication in the project, being the ones who receive communication from the managers.

Question 4: How long you have been in this company?

The purpose of this question was to determine the experience of the respondents in construction projects. The respondents who have been in the industry for some time probably know more about effective communication because of their experience.

Figure 5.4: Experience in this company.



Source: Author's own construction

Table 5.4: Experience in this company.

Years in the company	Percentage
3 Years and below	67%
4-6 Years	17%

7-10 Years	10%
11 Years and above	6%

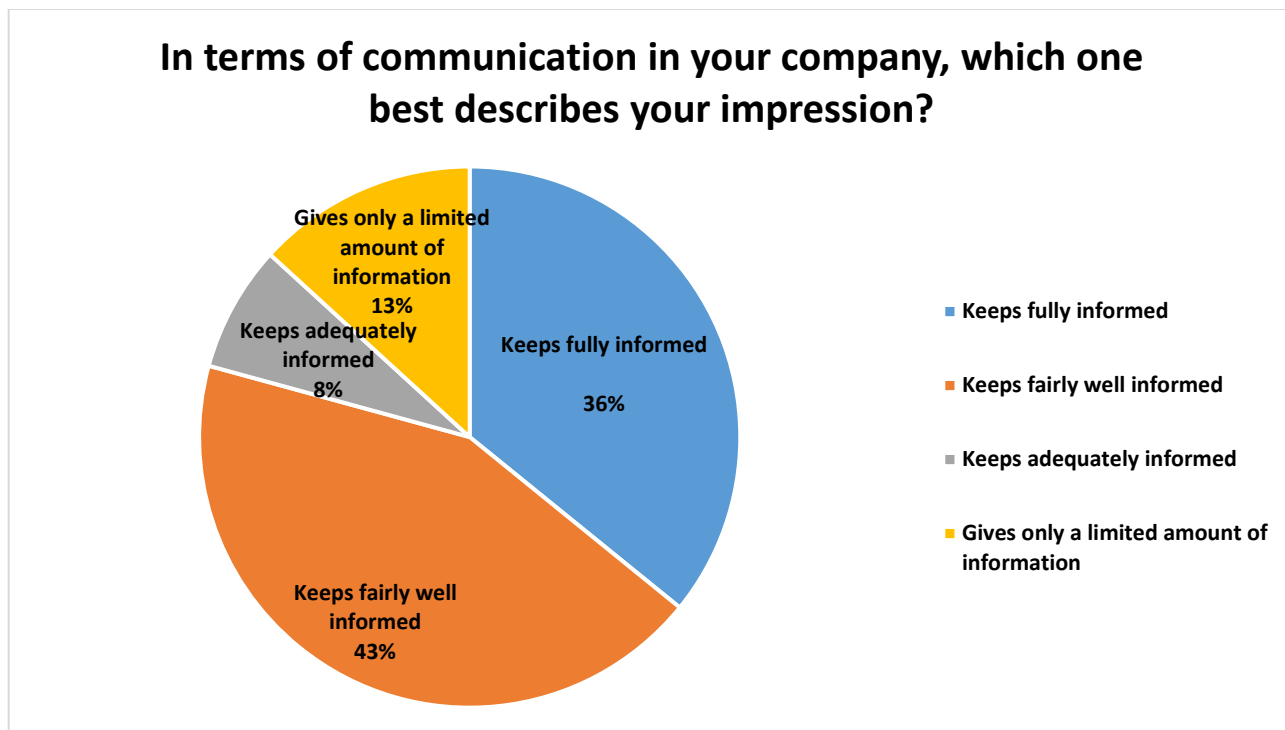
Source: Author's own construction

According to the responses presented above in Figure 5.4 and Table 5.4, 67% of the respondents had up to 3 years of experience in construction projects, 17% had between 4 and 6 years, 10% of the respondents had between 7 and 10 years, while 6% of the respondents had 11 or more years of experience in construction projects. That the majority of the respondents have 3 or fewer years of experience is a bit worrying when compared to the proportion (6%) of long-serving respondents. It may be that the organisation is in the process of transferring skills to the younger generation and hence has few long-serving employees.

Question 5: In terms of communication in your company, which one best describes your impression?

The intention of this question was to assess personal perceptions of communication in the project. Every employee should have a general impression of how much and how clear acts and systems of communication are.

Figure 5.5: Communication in of the company



Source: Author's own construction

Table 5.5: Communication in of the company

Communication	Percentage
Keeps fully informed	36%
Keeps fairly well informed	43%
Keeps adequately informed	8%
Gives only a limited amount of information	13%

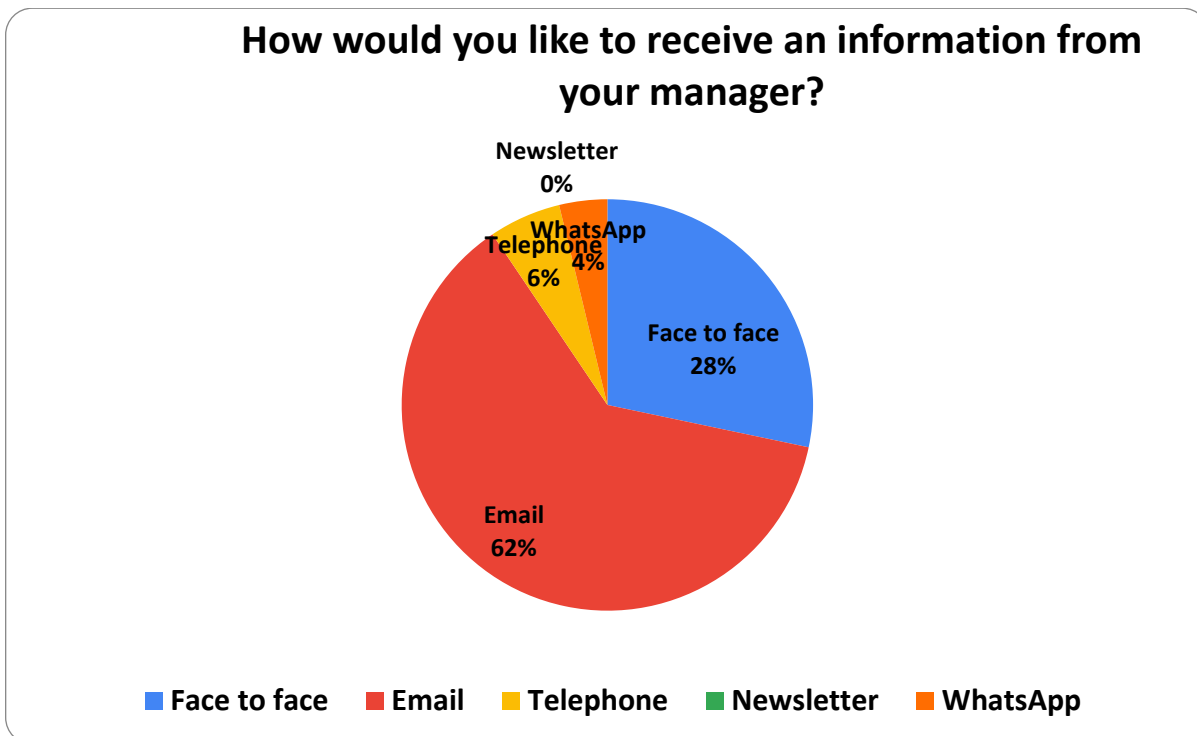
Source: Author's own construction

Figure 5.5 and Table 5.5, above, illustrates that 43% of the respondents believe that they are kept fairly well informed, 36% of them think they are kept fully informed, 13% thought that they were given only a limited amount of information, and 8% believed they were kept adequately informed. These results are encouraging, given that 79% of respondents thought that communication in the project was sufficient to keep them at least fairly well informed.

Question 6: How would you like to receive information from your manager?

This question was intended to ascertain employees' preferred means and methods of receiving communication from higher up.

Figure 5.6: Receive information from your manager.



Source: Author's own construction

Table 5.6: Receive information from your manager.

How would you like to receive information from your manager?	Percentage
Face to face	28%
Email	62%
Telephone	6%
Newsletter	0%
WhatsApp	4%

Source: Author's own construction

Figure 5.6 and Table 5.6 indicate that 62%, a clear majority of the respondents, preferred email, while 28% of the respondents preferred face-to-face communication, 6% of the respondents preferred the telephone and 4% WhatsApp messages. No one was interested in being informed via newsletter. Email is arguably the most professional method of communication, though some preferred the greater degree of clarity enabled by face-to-face meetings.

5.3 SECTION B: COMMUNICATION AMONG STAKEHOLDERS

The Likert Scale was used for this section to help to categorise the observations of the respondents regarding communication in the construction project. The responses in this section were based on the scale of 1 to 5:

1 = strongly disagree,

2 = disagree,

3 = neutral,

4 = agree and

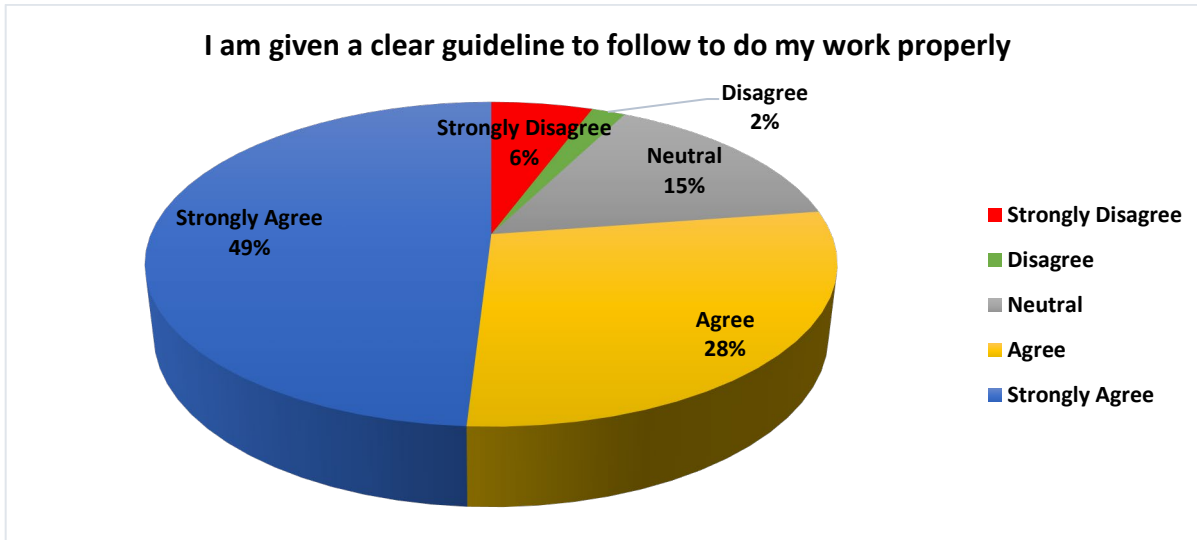
5 = strongly agree.

5.3.1 SECTION TITLE: Prospects for success - I become happy if:

STATEMENT 1: I am given a clear guideline to follow to do my work properly.

The project team members need proper guidance from project leaders, more especially the new team members who need to be informed about the goals and objectives driving the projects. Guidance to team members gives them the confidence to perform their best to complete the tasks of the project at a given time. This is particularly important for tasks that they have never done before, to avoid a waste of time and resources. Project leaders are expected to manage team members to minimise errors.

Figure 5.7: I am given a clear guideline to follow to do my work properly.



Source: Author's own construction

Table 5.7: I am given a clear guideline to follow to do my work properly.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	6%	2%	15%	28%	49%	100%

Source: Author's own construction

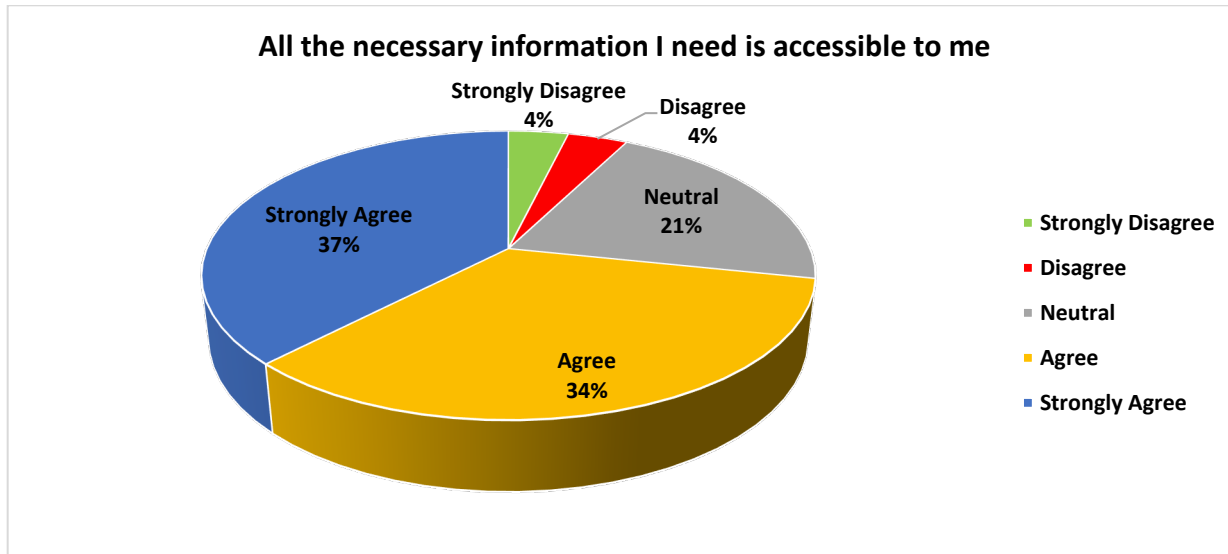
Figure 5.7 and Table 5.7, above, indicate that the majority of the respondents (49%) strongly agreed and 28% of the respondents agreed that they are given a clear guideline to follow to do their work properly, whereas 15% were neutral, 2% disagreed and 6% strongly disagreed. The results indicate that a preponderance of 77% felt that they were adequately guided in their work, which reflects well on the company. Nevertheless, the fact that 15% were neutral and 8% disagreed suggests that the company needs do more to ensure that employees are adequately guided.

STATEMENT 2: All the necessary information I need is accessible to me.

All necessary information should be accessible to all, so that no one misses project updates (stakeholders) or project progress reports (team members). Making all necessary information accessible to everyone who needs it is a great opportunity to secure the project's chances of success.

Not everyone has access to the same source to receive information. Construction project managers are expected to accommodate everyone when they distribute information to stakeholders.

Figure 5.8: All the necessary information I need is accessible to me.



Source: Author's own construction

Table 5.8: All the necessary information I need is accessible to me.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	4%	21%	34%	37%	100%

Source: Author's own construction

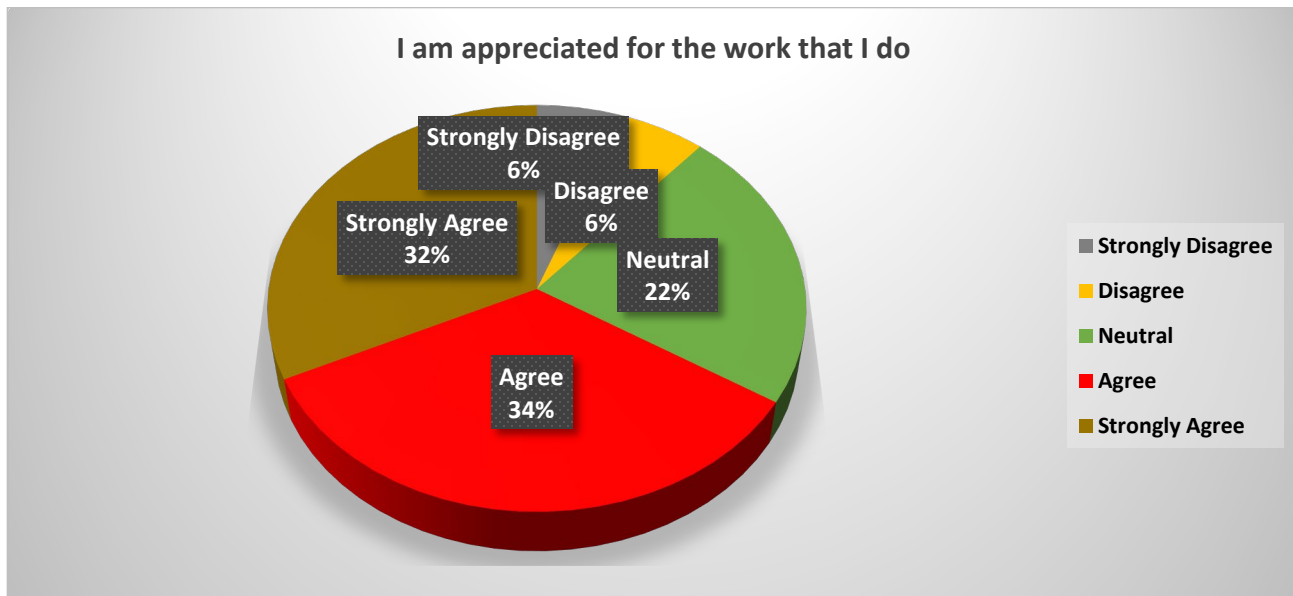
According to Figure 5.8 and Table 5.8, 37% of the respondents strongly agreed and 34% agreed that all the information they need is accessible to them, while 21% were neutral, 4% disagreed and 4% again strongly disagreed. These outcomes show that 71% agreed that all necessary information was available to them, but it was surprising that 21% of the respondents were neutral – quite a high percentage – and 8% were in disagreement.

STATEMENT 3: I am appreciated for the work that I do.

Team members who feel a sense of appreciation for the work they do will always do their best to improve on the tasks they were given to complete. It is important for project managers to praise their teams when they do good work for the project, to motivate them to do their best in each and every task they do.

A good project manager should take time to recognise everyone who contributes to the construction project. Appreciated team members take note of their errors as early as possible, so as not adversely to affect the progress of the project.

Figure 5.9: I am appreciated for the work that I do.



Source: Author's own construction

Table 5.9: I am appreciated for the work that I do.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	6%	6%	22%	34%	32%	100%

Source: Author's own construction

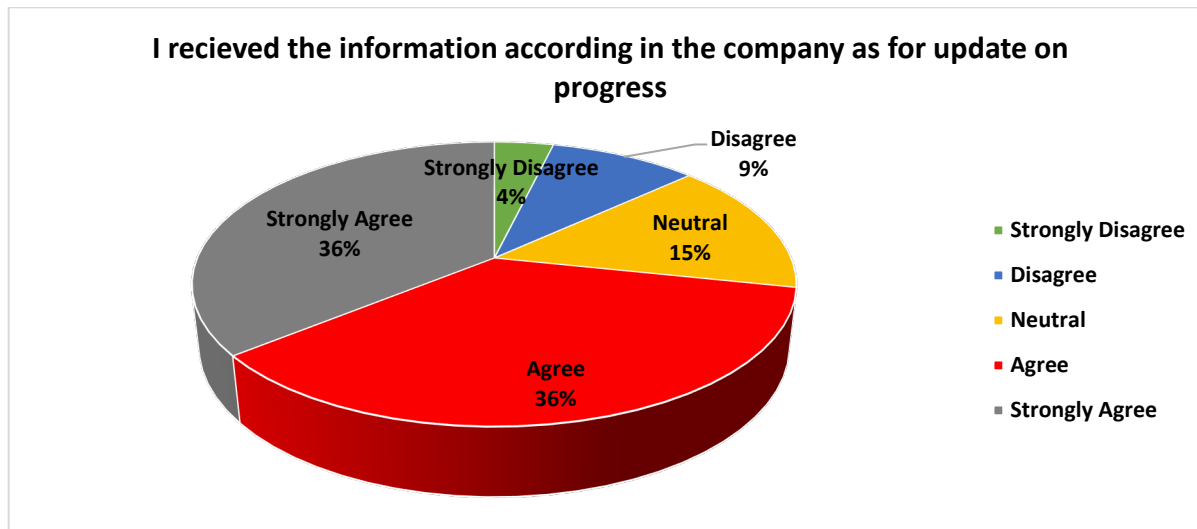
Figure 5.9 and Table 5.9 illustrate that 32% of the respondents strongly agreed and 34% agreed that they were appreciated for the work they do, whereas 22% remained neutral, 6% of the respondents disagreed and another 6% strongly disagreed. The majority of 66% agreed but 22% remain neutral while 12% disagreed. The unusually large number of negative responses indicates that a considerable percentage of the team feel that the work that they do is under-appreciated.

STATEMENT 4: I receive appropriate information from the company regarding progress.

Giving the team members only the information they need, according to their level or position in the project, is a great strategy for ensuring the progress of the project. Employees should not feel burdened because of unnecessary information given to them. Stakeholders and team members sometimes end up attending to the wrong task because of information that they were not even meant to receive.

Project managers should only give team members the information needed at their level or in their working areas so as not to overload them with unnecessary information.

Figure 5.10: I receive appropriate information from the company regarding progress.



Source: Author's own construction

Table 5.10: I receive appropriate information from the company regarding progress.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	9%	15%	36%	36%	100%

Source: Author's own construction

According to Figure 5.10 and Table 5.10, 36% of the respondents strongly agreed and another 36% agreed that they received appropriate progress updates. Another 15% of the respondents were neutral, 9% disagreed and 4% strongly disagreed. The majority of respondents (72%) were thus in agreement, but the high percentage of neutral (15%) and disagreeing (13%) respondents suggests that the project manager should take more care to communicate appropriate information timeously.

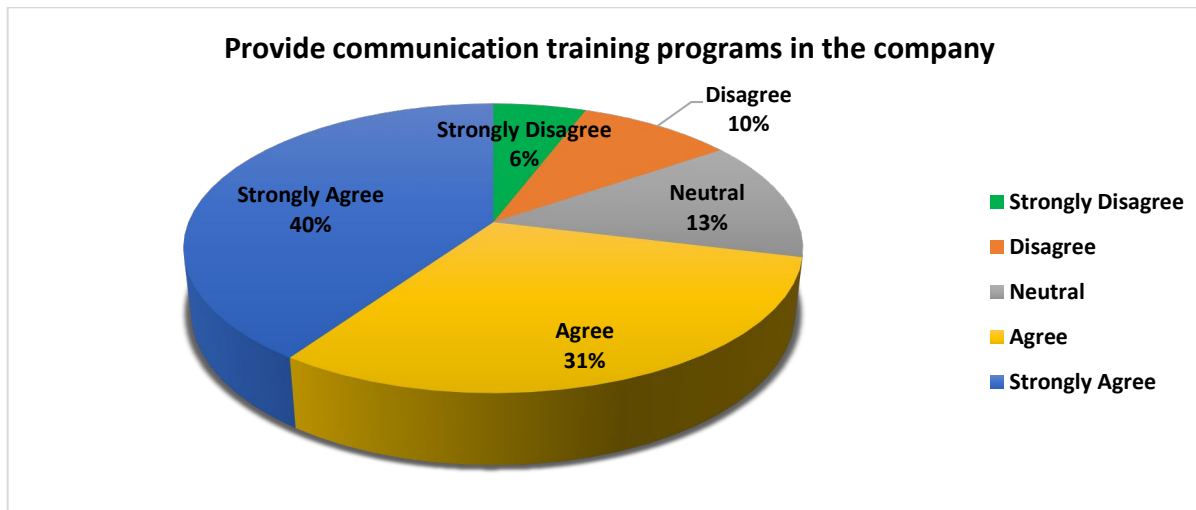
5.3.2 SECTION TITLE: Project success relies on the project manager to:

STATEMENT 5: Provide communication training programmes in the company.

Project managers manage a project successfully when they are surrounded by well-trained and knowledgeable team members. Well-trained and knowledgeable employees are able to keep the communication flowing in construction projects.

Project managers are expected to organise communication programmes for team members to improve and maximise the efficiency of their communication skills. The company should allow all employees to learn more about how to keep communication effective in construction projects.

Figure 5.11: Provide communication training programmes in the company.



Source: Author's own construction

Table 5.11: Provide communication training programmes in the company.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	6%	10%	13%	31%	40%	100%

Source: Author's own construction

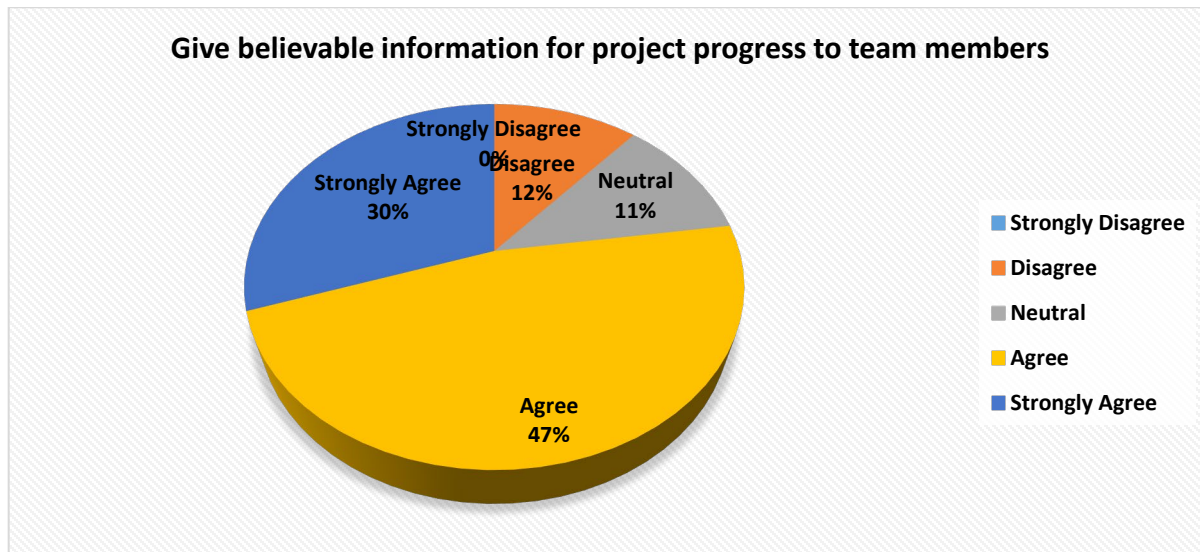
Figure 5.11 and Table 5.11 show that 40% of the respondents strongly agreed and 31% agreed that providing communication training programmes in the company would lead the project to success. Thirteen per cent of the respondents were neutral, while 10% of the respondents disagreed and 6% strongly disagreed. The majority of 71% thus agreed that providing communication training is necessary to see a project through to a successful conclusion.

STATEMENT 6: Give believable information about the project's progress to team members.

Believable information presented to team members and stakeholders gives them the confidence to apply it to their working areas. A good project manager provides trustworthy information to his or her team members to enable them to be productive in the construction project.

Team members might struggle to be productive if they do not believe the information they get from project managers, and stakeholders might become opposed to the project if they do not trust the information they get from project managers.

Figure 5.12: Give believable information about the project's progress to team members.



Source: Author's own construction

Table 5.12: Give believable information about the project's progress to team members.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	0%	12%	11%	47%	30%	100%

Source: Author's own construction

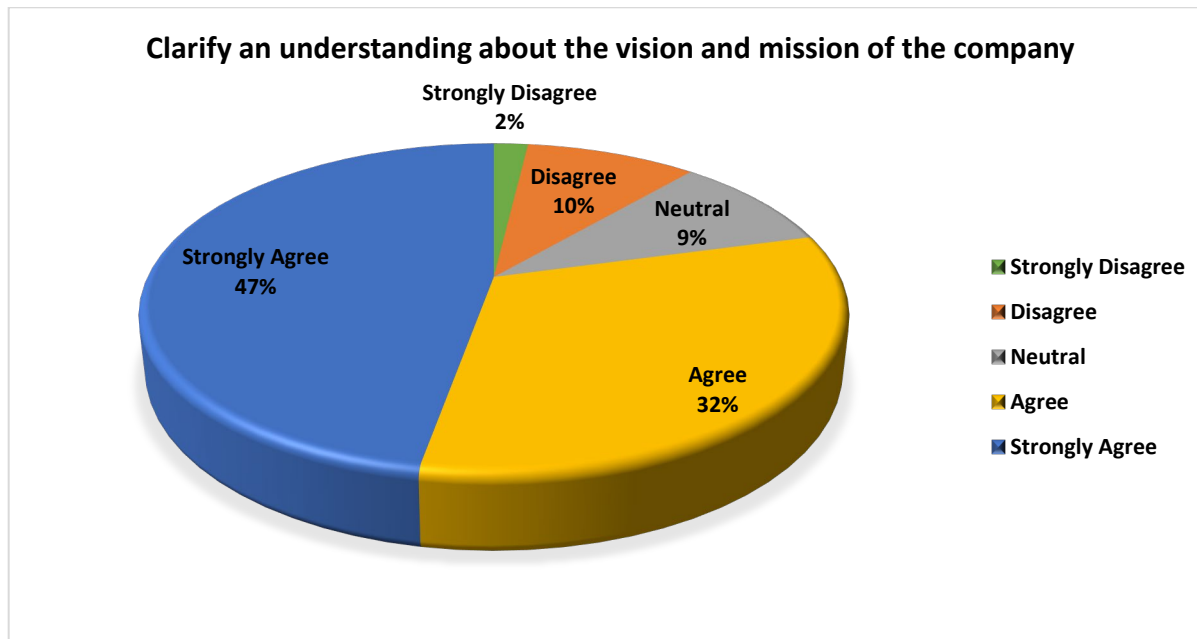
According to Figure 5.12 and Table 5.12, 30% of the respondents strongly agreed and 47% agreed that for managers to supply team members with credible information about the project's progress could promote its success. Eleven per cent of respondents were neutral, 12% disagreed and 0% strongly disagreed. A majority of 77% therefore agreed that the project manager should provide credible information to the stakeholders to secure its success.

STATEMENT 7: Clarify an understanding of the vision and mission of the company.

Stakeholders and project team members who know and understand the vision and mission of the company and the project find it easier to align their own efforts with the goals of the project.

All team members should be clear about the vision and mission of the project, and it is the duty of managers to keep these foremost in their minds.

Figure 5.13: Clarify an understanding of the vision and mission of the company.



Source: Author's own construction

Table 5.13: Clarify an understanding of the vision and mission of the company.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	2%	10%	9%	32%	47%	100%

Source: Author's own construction

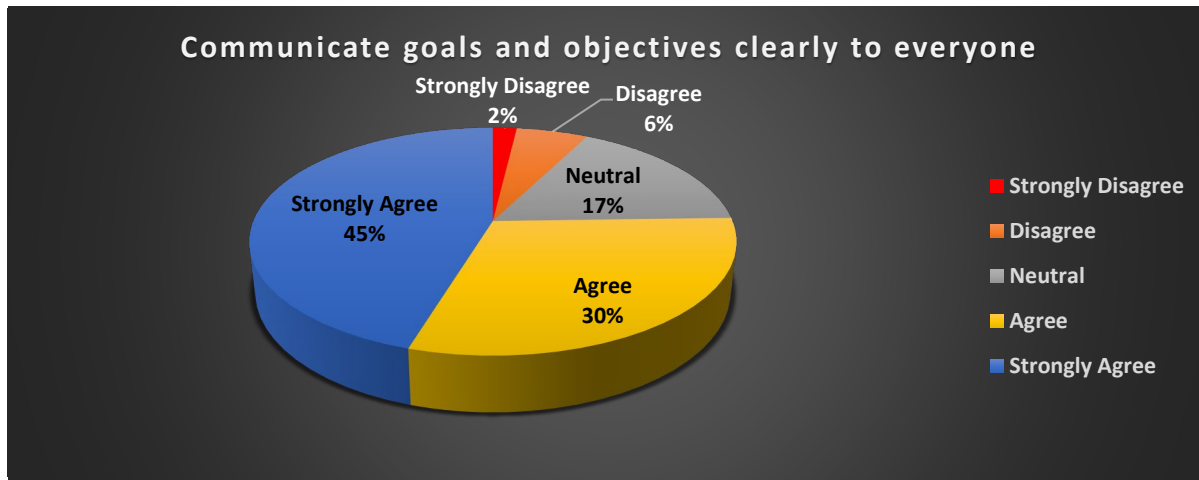
Figure 5.13 and Table 5.13 illustrate that 47% of the respondents strongly agreed and 32% agreed that project managers should indeed clarify people's understanding of the vision and mission of the company, whereas 9% were just neutral, 10% disagreed and 2% strongly disagreed. It is good to see that a large majority of 79% of respondents agreed that the mission and vision of the project must be made clear to all stakeholders as for the 9% of the respondents who chose to be neutral and the 12% who disagreed, maybe the statement was not clear to them.

STATEMENT 8: Communicate goals and objectives clearly to everyone.

Clearly communicated goals and objectives enable team members to work on their own without much guidance from the project manager because they know the purpose of what they are doing. Once everyone has a clear understanding of the goals and objectives of the project then it is easier for everyone to work toward these common goals and for the project to succeed without any delays and extra costs.

Sometimes employees work without a clear sense of the goals and objectives of the project because of ineffective communication, which can result in extra costs and delays for the project. Managers are expected regularly to clarify or update these goals and objectives for all stakeholders and team members.

Figure 5.14: Communicate goals and objectives clearly to everyone.



Source: Author's own construction

Table 5.14: Communicate goals and objectives clearly to everyone.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	2%	6%	17%	30%	45%	100%

Source: Author's own construction

Figure 5.14 and Table 5.14 indicate that 45% of the respondents strongly agreed and 30% agreed that project managers should communicate goals and objectives clearly so that everyone understands them. A surprisingly high 17% of the respondents remained neutral, 6% disagreed and 2% strongly disagreed. The goals and objectives of the project are a major concern for every project manager, so it is important to share them with stakeholders.

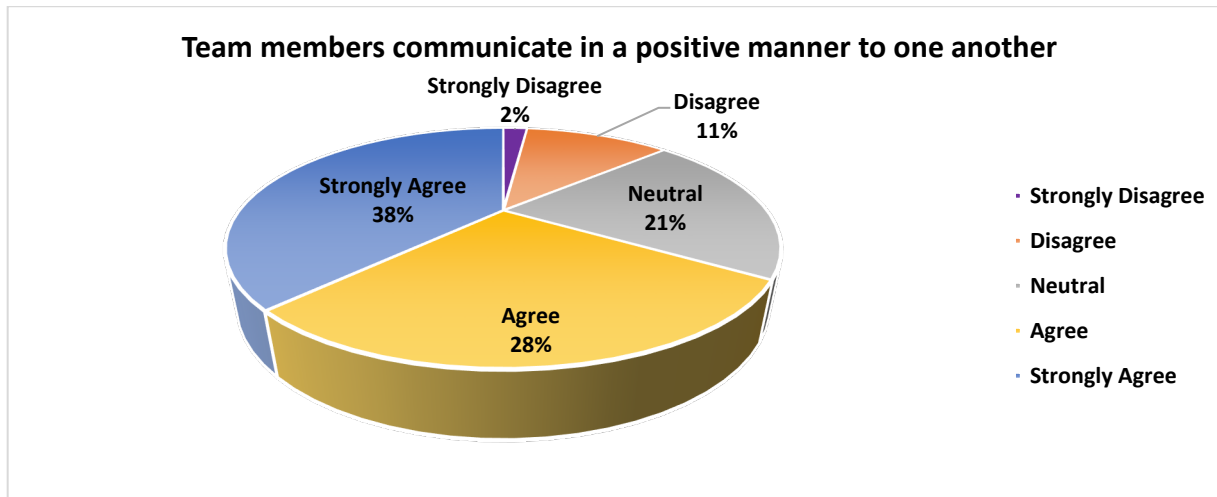
5.3.3 SECTION TITLE: Productive communication:

STATEMENT 9: Team members communicate in a positive manner with one another.

Positive communication between the team members creates good relationships in a construction project. A positive demeanour among team members gives every employee the confidence to speak and share whatever needs to be known by fellow members.

Stakeholders who communicate in a negative manner with other stakeholders might induce miscommunication and conflict in the project, which will affect it negatively. All stakeholders are expected to act positively for the sake of the project, with guidance from the project leaders.

Figure 5.15: Team members communicate in a positive manner with one another.



Source: Author's own construction

Table 5.15: Team members communicate in a positive manner with one another.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	2%	11%	21%	28%	38%	100%

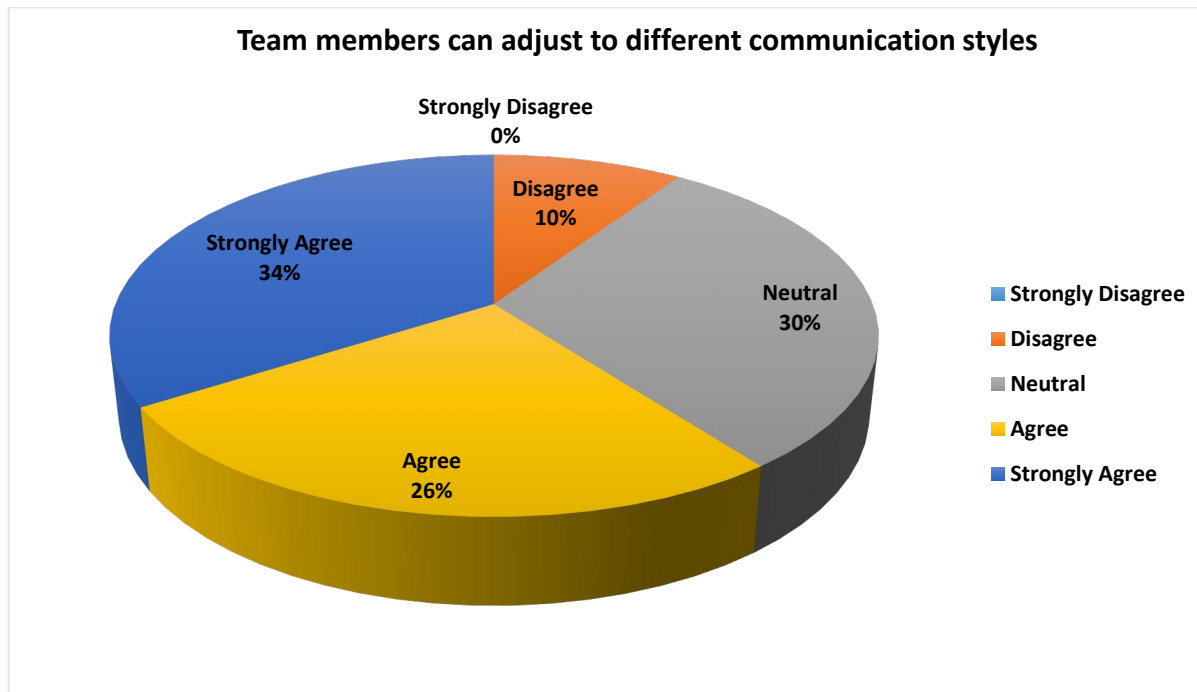
Source: Author's own construction

In Figure 5.15 and Table 5.15 it can be seen that a total of 38% of the respondents strongly agreed and 28% agreed that productivity comes from team members communicating positively with one another. As much as 21% of the respondents chose to remain neutral, 11% disagreed and 2% strongly disagreed. Although the majority of 66% agreed, it is concerning to see a high 21% of respondents feeling neutral and 13% disagreeing.

STATEMENT 10: Team members can adjust to different communication styles.

Flexible stakeholders who can adapt to any style of communication make things easier for any project. There are few barriers to communication among flexible team members who can adjust to any style of communication. Flexibility is one of the most important communication skills, enabling employees to adjust so as not to miss any information from the project managers.

Figure 5.16: Team members can adjust to different communication styles.



Source: Author's own construction

Table 5.16: Team members can adjust to different communication styles.

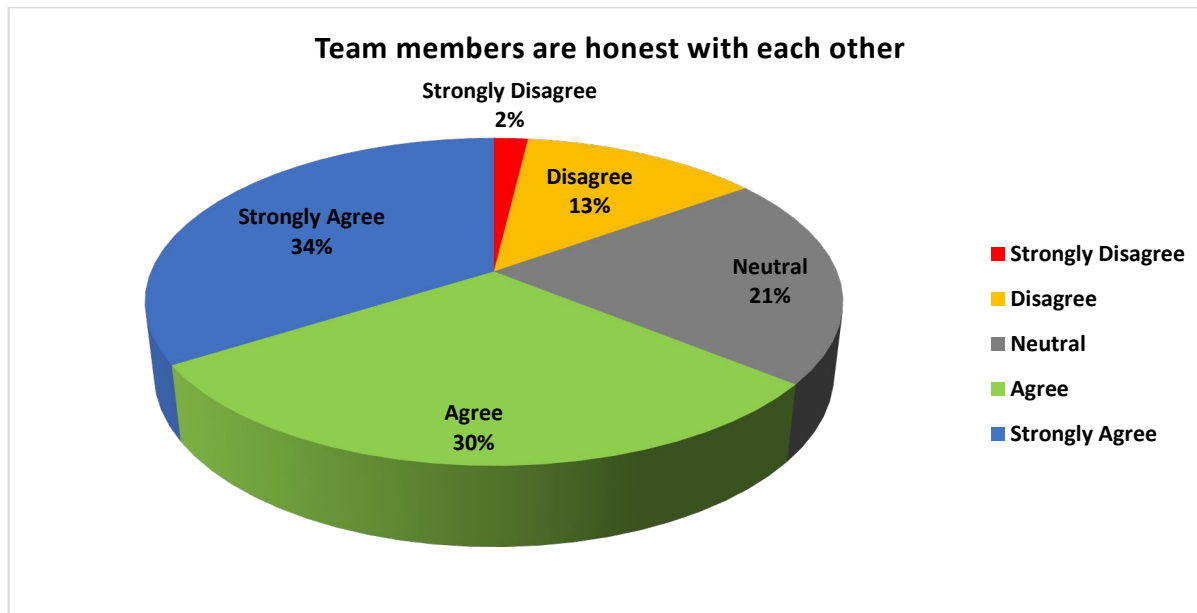
Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	0%	10%	30%	26%	34%	100%

Source: Author's own construction

According to Figure 5.16 and Table 5.16, 34% of the respondents strongly agreed and 26% agreed that team members who can adjust to different communication styles add value to a project, while 30% remained neutral, 10% disagreed and 0% strongly disagreed. The majority of the respondents therefore agreed, but what is worrying is the high percentage of 30% of the respondents who professed neutrality on the topic as well as the 10% who disagreed with the statement.

STATEMENT 11: Team members are honest with each other.

A working environment with people who do not pretend and are honest with each other is a workplace where every person wishes to be. Employees put in maximum effort when they work with people who are honest with them, even if things are not going well. Project managers, team members and other stakeholders should be honest with each other, whether about project progress, updates or other issues relating to the project.

Figure 5.17: Team members are honest with each other.

Source: Author's own construction

Table 5.17: Team members are honest with each other.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	2%	13%	21%	30%	34%	100%

Source: Author's own construction

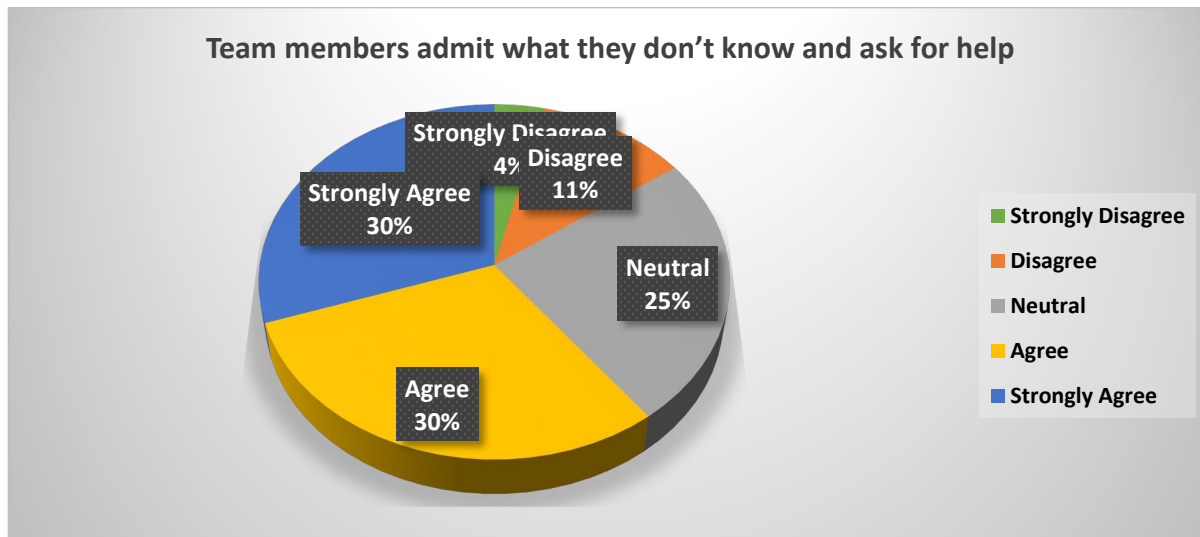
Figure 5.17 and Table 5.17 indicate that 34% of the respondents strongly agreed and 30% agreed that honesty among team members could lead to high productivity, while 21% of the respondents were neutral, 13% disagreed and 2% strongly disagreed. Once again, the high percentage (21%) of neutral respondents and those in disagreement (15%) was puzzling and concerning.

STATEMENT 12: Team members admit what they don't know and ask for help.

Team members who disclose their weaknesses in respect of their tasks can get assistance from other employees before they mess up with the project's resources and time. Employees who acknowledge their weaknesses make things easier for project managers when they are distributing work, because they have been made aware of members' strengths and weaknesses.

Team members who do acknowledge weaknesses should be taken into training to strengthen their skills and eliminate these weaknesses.

Figure 5.18: Team members admit what they don't know and ask for help.



Source: Author's own construction

Table 5.18: Team members admit what they don't know and ask for help.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	11%	25%	30%	30%	100%

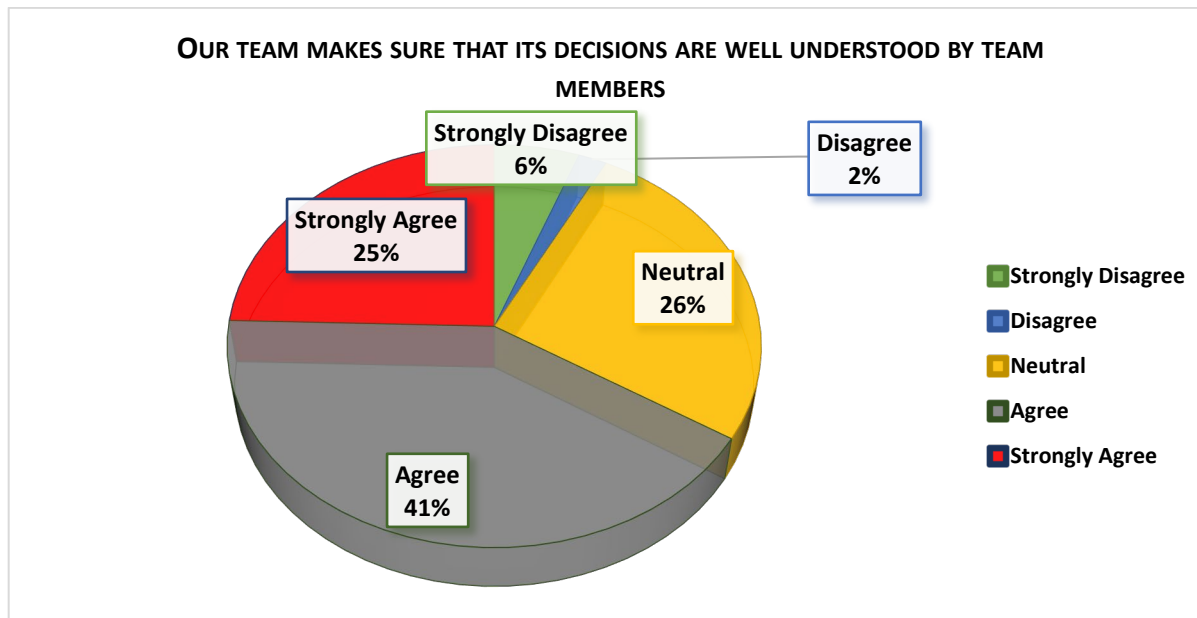
Source: Author's own construction

According to Figure 5.18 and Table 5.18, above, 30% of the respondents strongly agreed and 30% agreed that team members' admitting what they don't know and asking for help leads to the minimising of error in construction projects. On the other hand, 25% of the respondents remained neutral, 11% disagreed and 4% strongly disagreed. Again, this negative cohort of 40% was disconcerting.

STATEMENT 13: Our team makes sure that its decisions are well understood by team members.

Team leaders who make understandable decisions always lead the project successfully within time and at a reasonable cost. It is easier for team members to work towards a target when the decisions taken to get there are understandable and clearly explained so as to convince you that you are progressing in the right direction.

Figure 5.19: Our team makes sure that its decisions are well understood by team members.



Source: Author's own construction

Table 5.19: Our team makes sure that its decisions are well understood by team members.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	6%	2%	26%	41%	25%	100%

Source: Author's own construction

Figure 5.19 and Table 5.19 illustrate that 25% of the respondents strongly agreed and 41% agreed that teams that make sure that management decisions are well understood by team members give the project a better chance of achieving its objectives. As many as 26% of the respondents kept neutral in this matter, while 2% of the respondents disagreed and 6% strongly disagreed. These results show that the majority of the respondents agreed that decisions must be understandable, although 26% seemed not convinced by this and a surprising 8% disagreed.

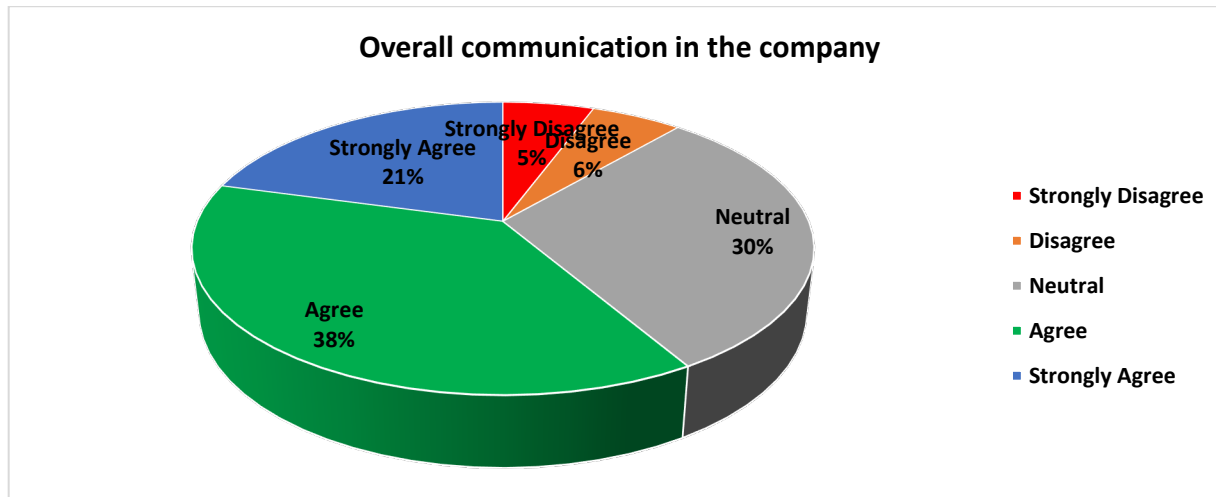
5.3.4 SECTION TITLE: Relationship building, I am satisfied with:

STATEMENT 14: Overall communication in the company.

Happiness among team members and stakeholders with communication from the project manager is a clear sign of a good project manager and an encouraging indicator of project success. If stakeholders and team members are not happy with the communication they receive from the project manager the consequences may be negative for the project.

The project manager is expected to strategies a well-structured communication plan in the construction project to keep all stakeholders and team members happy with the overall nature and level of communication.

Figure 5.20: Overall communication in the company.



Source: Author's own construction

Table 5.20: Overall communication in the company.

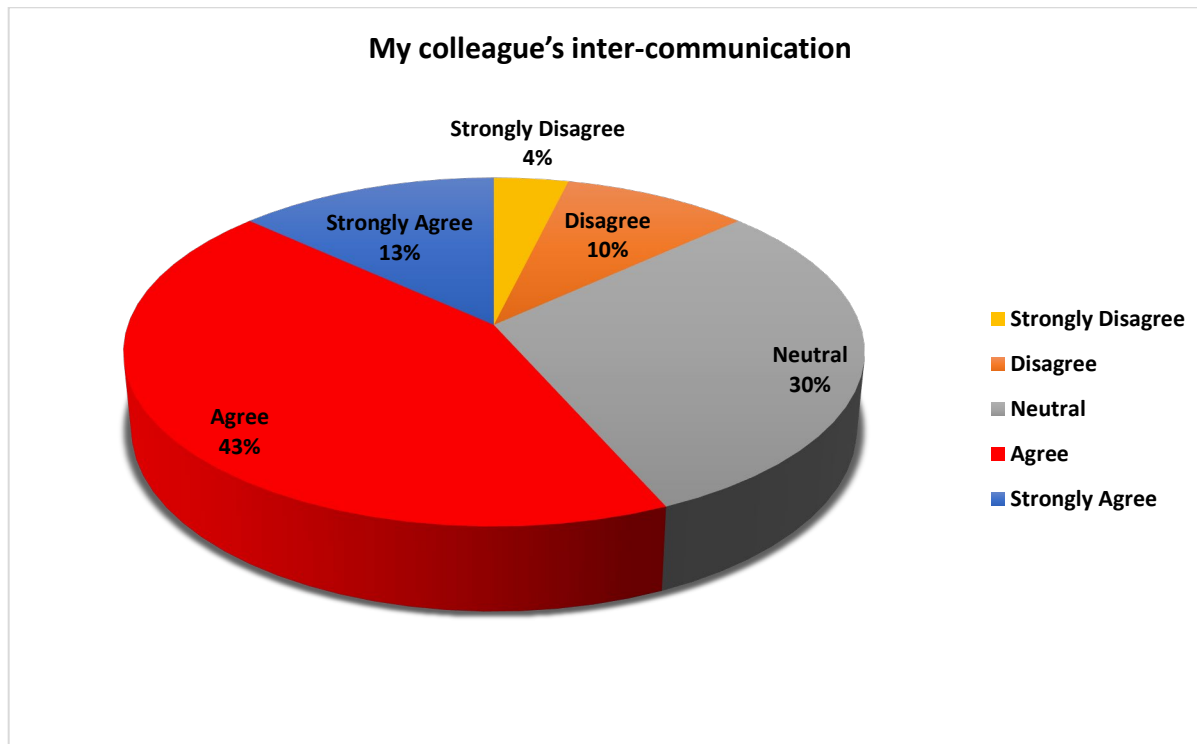
Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	5%	6%	30%	38%	21%	100%

Source: Author's own construction

The results illustrated in Figure 5.20 and Table 5.20 indicate that 21% of the respondents strongly agreed and 38% agreed with overall communication in the company, whereas 30% of the respondents were neutral, 6% disagreed and 5% strongly disagreed. It seems that a large percentage of respondents, though still a minority, are not persuaded that communication is all it could be in the company.

STATEMENT 15: Communication with my colleagues.

Understanding in terms of communication between team members makes work easier for everyone in a project. The understanding between colleagues can help the project manager, especially when s/he needs to delegate work to team members. In turn, the project manager should assess and balance the understanding among team members regularly.

Figure 5.21: Communication with my colleagues.

Source: Author's own construction

Table 5.21: Communication with my colleagues.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	10%	30%	43%	13%	100%

Source: Author's own construction

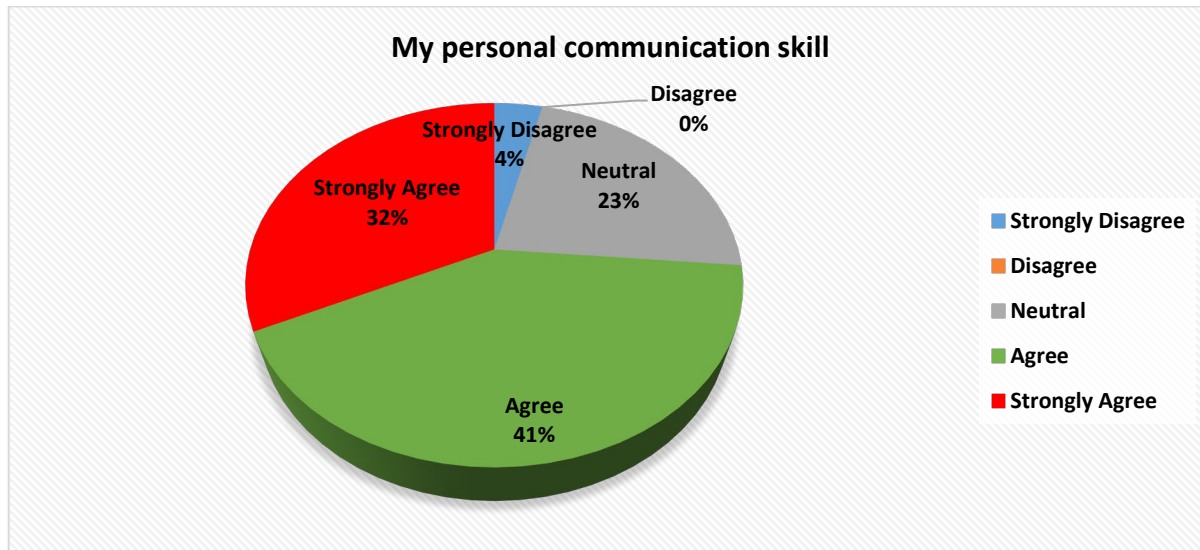
Figure 5.21 and Table 5.21 indicate that only 13% of the respondents strongly agreed but 43% agreed that they were satisfied with communication with their colleagues. On the other hand, 30% of the respondents remained neutral, 10% disagreed and 4% strongly disagreed. It is concerning to see the high number of respondents who were guardedly neutral about communication with their colleagues on the project, even though the majority agreed that they were satisfied with this communication.

STATEMENT 16: My personal communication skills.

If employees have some idea of the level of their personal communication skills, it will help the project manager to identify who needs training to improve their communication skills. The ability to communicate effectively is essential for the project as a whole to progress smoothly

Project managers should know their team members in person to understand their ability to communicate and to note if there is room for improvement in their skills. Employees will work with greater confidence when they know that they are able to understand and make themselves understood regarding any matter at work.

Figure 5.22: My personal communication skills.



Source: Author's own construction

Table 5.22: My personal communication skills.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	0%	23%	41%	32%	100%

Source: Author's own construction

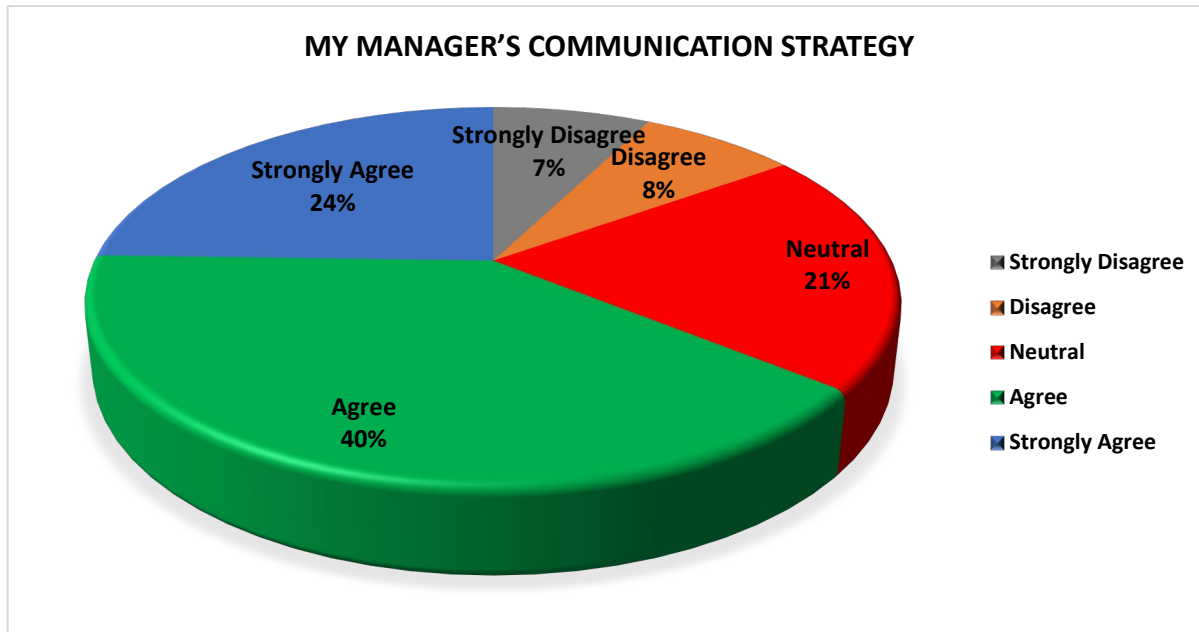
The results shown in Figure 5.22 and Table 5.22 indicate that 32% of the respondents strongly agreed and 41% agreed that they were satisfied with the level of their personal communication skills, while 23% of the respondents were neutral in their responses, 0% of the respondents disagreed and 4% strongly disagreed. The relatively high proportion of neutral and negative responses (27%) suggests that the project manager needs to provide communication upskilling to give teams/stakeholders more confidence regarding their communication.

STATEMENT 17: My manager's communication strategy.

Good project managers always make sure that they have a sound communicative relationship with their team members to make things easier for them when information needs to be exchanged. Communicative project managers endeavour to keep their members updated, informed and happy

throughout the project lifetime. Other stakeholders, too, need to be satisfied with the level and frequency of communication from project managers.

Figure 5.23: My manager's communication strategy.



Source: Author's own construction

Table 5.23: My manager's communication strategy.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	7%	8%	21%	40%	24%	100%

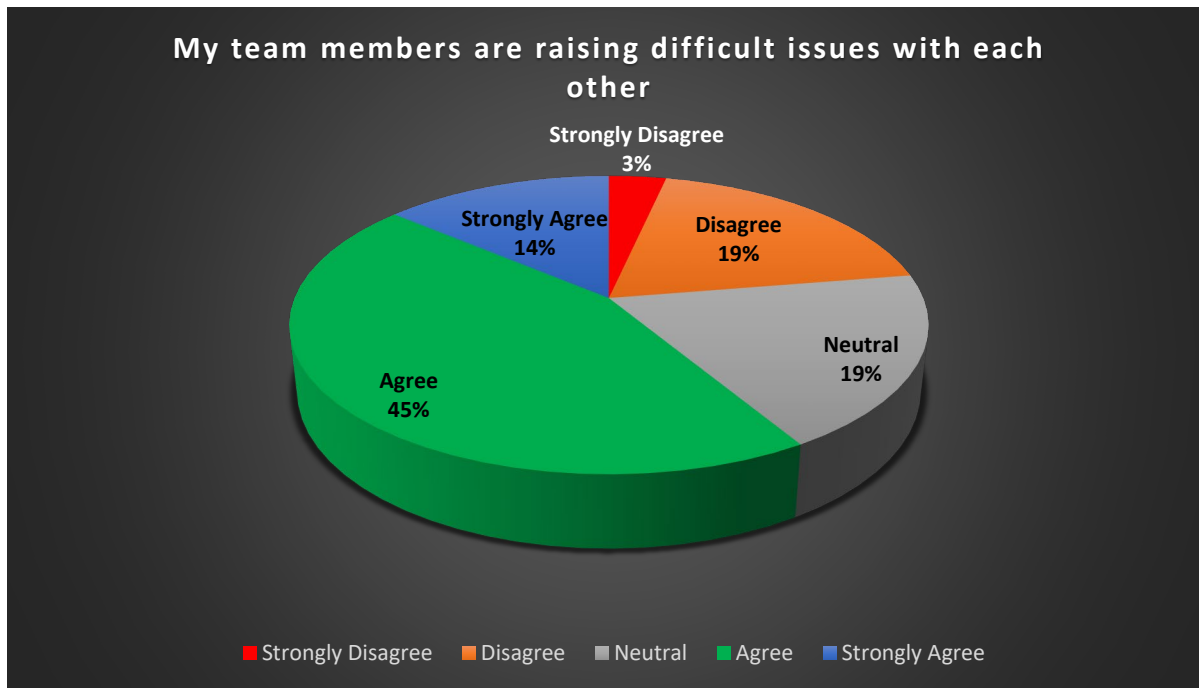
Source: Author's own construction

Figure 5.23 and Table 5.23 demonstrate that 24% of the respondents strongly agreed and 40% agreed that they were satisfied with their manager's communication strategy, whereas 21% of the respondents chose to remain neutral, 8% disagreed and 7% strongly disagreed about their manager's communication strategy. While 64% were satisfied with the manager's communicating, the fairly large indifferent or negative response (36%) suggests that this is an area that the project managers need to look at.

STATEMENT 18: My team members are raising difficult issues with each other.

If project team members raise issues that they come across in their tasks to seek assistance from other team members, the result should be that errors in the project are reduced or minimised. Project team members are expected to share problems with each other so that they can help one another. Managers should try to make sure that all the employees are comfortable and open with each other.

Figure 5.24: My team members are raising difficult issues with each other.



Source: Author's own construction

Table 5.24: My team members are raising difficult issues with each other.

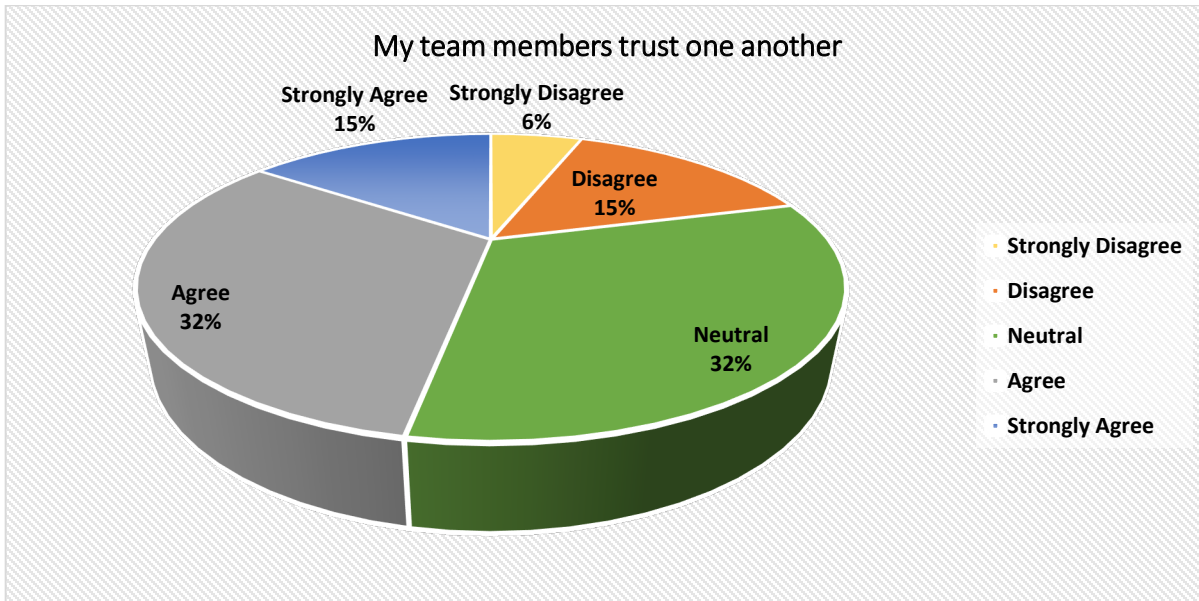
Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	3%	19%	19%	45%	14%	100%

Source: Author's own construction

The results shown in Figure 5.24 and Table 5.24 illustrate that 14% of the respondents strongly agreed and 45% agreed that their team members shared difficulties with each other, while 19% of the respondents were neutral in the matter, 19% of the respondents disagreed and 3% strongly disagreed. The high number of neutral and “disagree” responses (41%) suggested that team members did not find it that easy to raise problematic issues with their fellows in order to resolve them.

STATEMENT 19: My team members trust one another.

Trust among employees and other stakeholders is one of the most important factors in any organisation. Trust in each other inspires confidence in the project. Working with people you do not trust is a big problem for any organisation.

Figure 5.25: My team members trust one another.

Source: Author's own construction

Table 5.25: My team members trust one another.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	6%	15%	32%	32%	15%	100%

Source: Author's own construction

The results portrayed in Figure 5.25 and Table 5.25 indicate that 15% of the respondents strongly agreed and 32% agreed that the team members trust one another, whereas 32% were neutral, 15% disagreed and 6% strongly disagreed. Only 47% of the responses to this question were affirmative, while the neutral and negative replies totalled a majority of 53%. It appears from this result that the project managers need to work harder to build a solid relationship among stakeholders. This degree of lack of trust could lead to poor execution of the construction project.

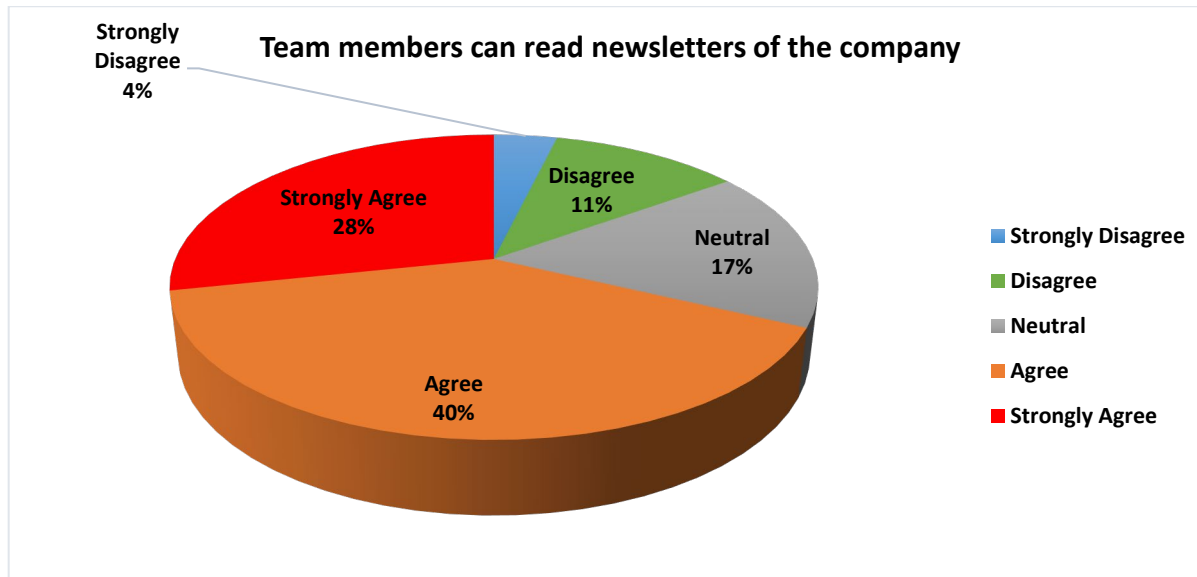
5.3.5 SECTION TITLE: Stakeholder communication can flow if:

STATEMENT 20: Team members can read newsletters of the company.

Employees do not usually read company newsletters, especially when these are posted on the wall. Project managers use newsletters as one of the sources of communication to keep internal stakeholders updated, not realising that few read these posted newsletters. Team members might as a result stand to miss some important project information.

Newsletters should only update team members on general matters and not important information, but if updates are communicated in this way, project managers must make sure that everyone does read the newsletter by sending reminders or emailing the newsletter directly.

Figure 5.26: Team members can read newsletters of the company.



Source: Author's own construction

Table 5.26: Team members can read newsletters of the company.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	11%	17%	40%	28%	100%

Source: Author's own construction

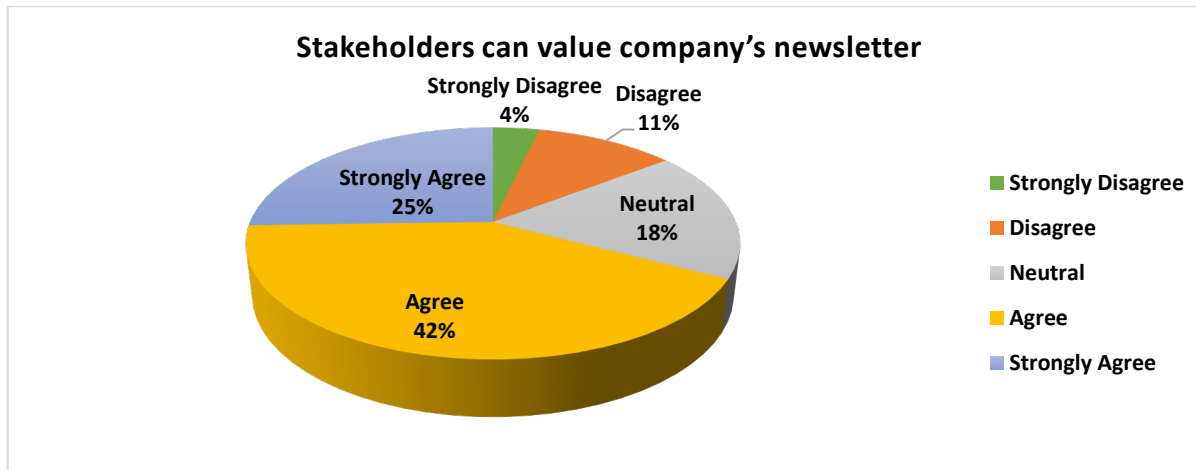
Figure 5.26 and Table 5.26 indicate that 28% of the respondents strongly agreed and 40% agreed that communication can flow if team members read the company newsletters, whereas 17% of the respondents remained neutral in the matter, 11% of the respondents disagreed and 4% strongly disagreed. While the majority response (68%) was positive, clearly some respondents did not like to read newsletters or preferred some other sources for receiving information.

STATEMENT 21: Stakeholders value the company's newsletter.

A company newsletter sometimes has important information and sometimes it just has a general update, so it may be difficult for employees to follow it consistently because it is not consistently useful or relevant to them.

Project managers should use a newsletter for specific purposes and not mix important information with general information because the blend is likely to induce stakeholders to miss the important or urgent information.

Figure 5.27: Stakeholders value the company's newsletter.



Source: Author's own construction

Table 5.27: Stakeholders value the company's newsletter.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	11%	18%	42%	25%	100%

Source: Author's own construction

The results presented in Figure 5.27 and Table 5.27 show that 25% of the respondents strongly agreed and 42% agreed that stakeholders should value the company's newsletter to help communication flow in the company. However, 18% of the respondents were neutral, 11% disagreed and 4% strongly disagreed. There thus seems to be broad consensus that it is important for stakeholders to value the company's newsletter.

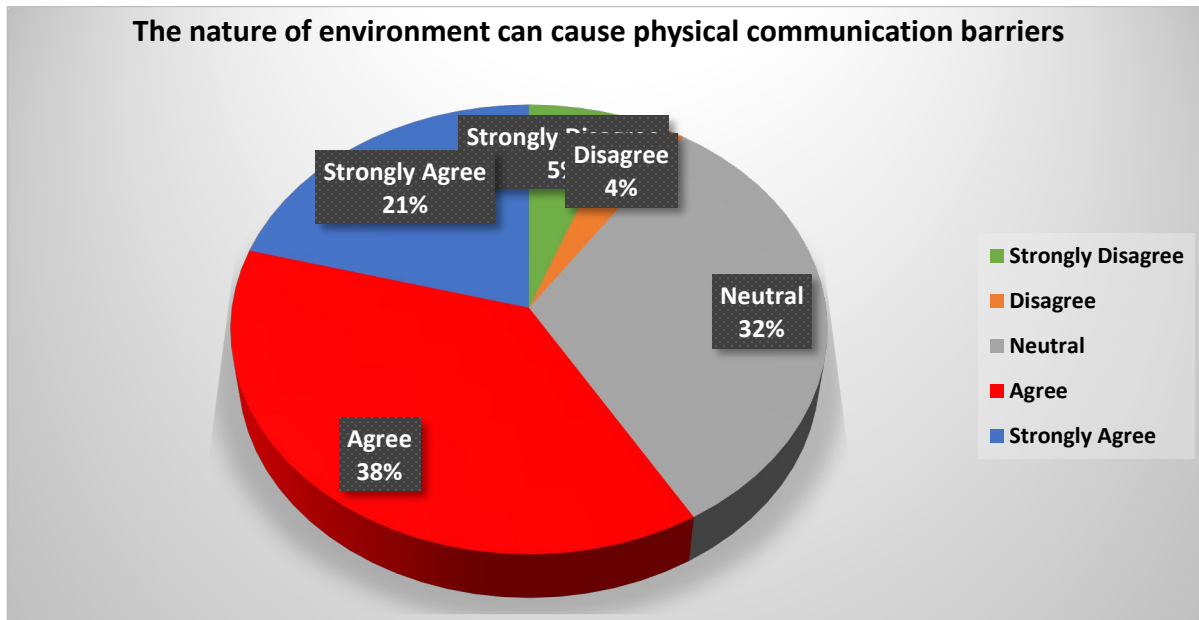
5.3.6 SECTION TITLE: Barriers to effective communication are:

STATEMENT 22: The nature of the environment can cause physical communication barriers.

Most of the time, communication flows when everyone involved is in the same place, but when team members are located at different sites communication can become difficult. Similarly, old-fashioned equipment, because of the failure of the management to introduce new technology, may also result in communication problems.

Project managers are expected to keep all the team members closely in touch through some gatherings, even when they are not all working at the same site. Modern technology can help in this regard.

Figure 5.28: The nature of the environment can cause physical communication barriers.



Source: Author's own construction

Table 5.28: The nature of the environment can cause physical communication barriers.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	5%	4%	32%	38%	21%	100%

Source: Author's own construction

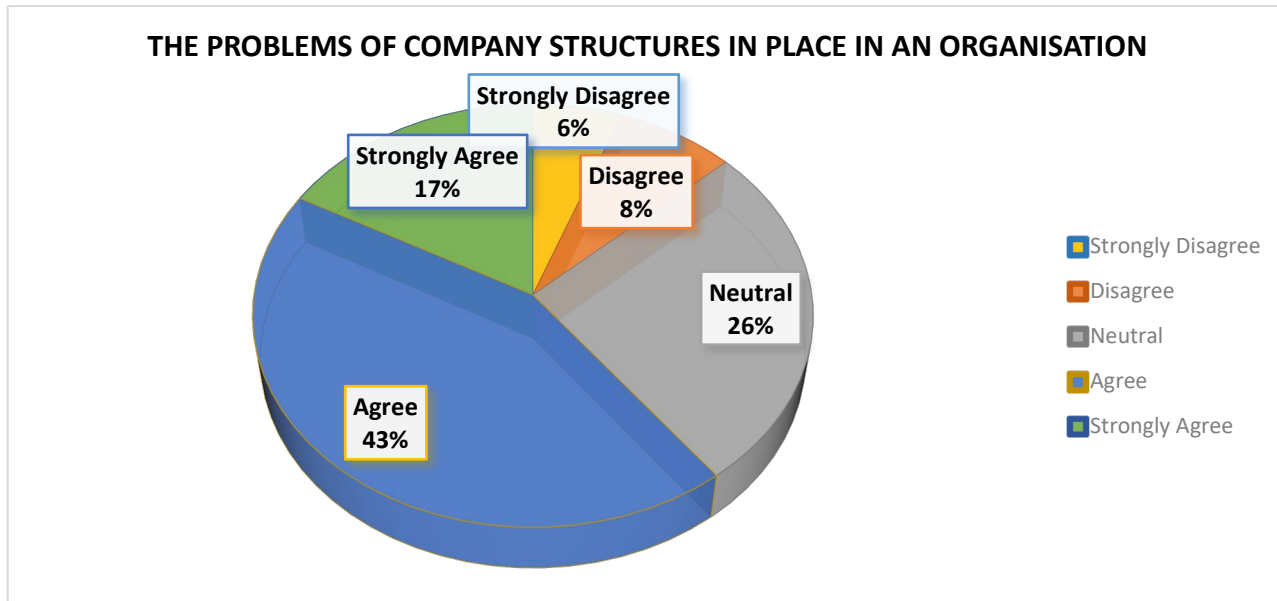
Figure 5.28 and Table 5.28 indicate that 21% of the respondents strongly agreed and 38% agreed that the nature of the environment can cause physical communication barriers, whereas 32% of the respondents remain neutral, 4% disagreed and 5% strongly disagreed. This study can conclude that an effective project manager needs to overcome the nature of the environment when it comes to physical communication because the majority of respondents (59%) agreed that the environment can cause barriers to communication.

STATEMENT 23: The problems caused by company structures in an organisation.

An unclear organisational structure might cause huge confusion among team members in respect of roles and responsibilities. It can be difficult to know whom to communicate with if the leadership structure and hierarchy are not clear.

Projects should have clear structures for communication. All team members should know whom to report to in order to ascertain exactly what is expected of them.

Figure 5.29: The problems caused by company structures in an organisation.



Source: Author's own construction

Table 5.29: The problems caused by company structures in an organisation.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	6%	8%	26%	43%	17%	100%

Source: Author's own construction

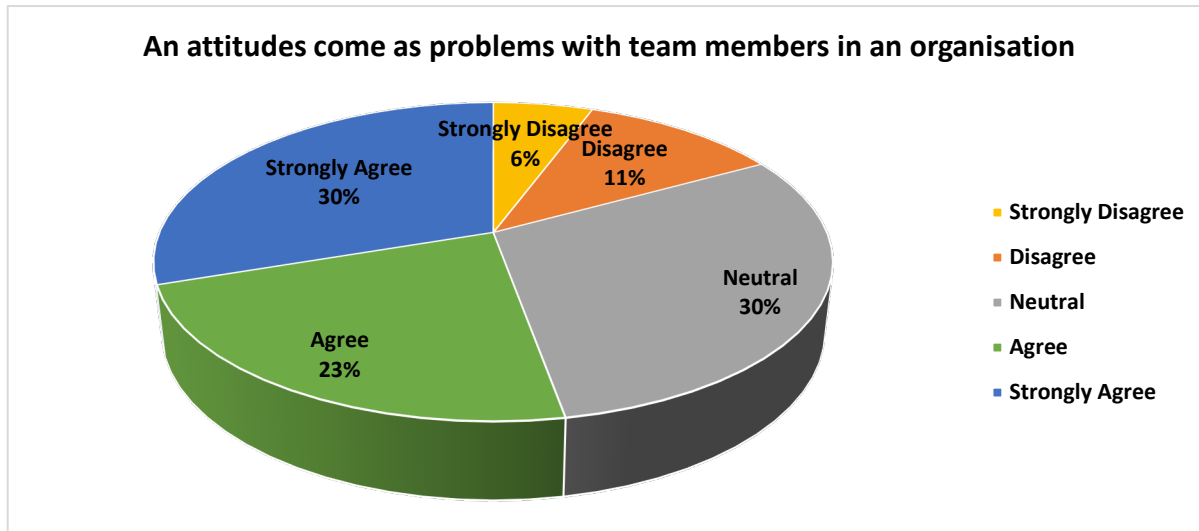
According to Figure 5.29 and Table 5.29, 17% of the respondents strongly agreed and 43% agreed that a lack of clarity regarding company structures could be a barrier to communication. Yet 26% of the respondents remain neutral, 8% disagreed and 6% strongly disagreed. A majority of the respondents thus recognised that a lack of structure, or confusion about structure, in the organisation might be a barrier to communication, even though 26% of the respondents were neutral and 14% disagreed with the statement.

STATEMENT 24: Attitudes can be a problem among team members in an organisation.

Project team members might have an attitude towards the project due to a lack of motivation or dissatisfaction at work, possibly brought about by insufficient training to empower them to carry out particular work, and/or because of poor management, lack of consultation with employees. Such a personal attitude can lead to conflict among stakeholders.

The main task of the project manager is to motivate and encourage the team members and provide training for them so that they can carry out the work assigned to them.

Figure 5.30: Attitudes can be a problem among team members in an organisation.



Source: Author's own construction

Table 5.30: Attitudes can be a problem among team members in an organisation.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	6%	11%	30%	23%	30%	100%

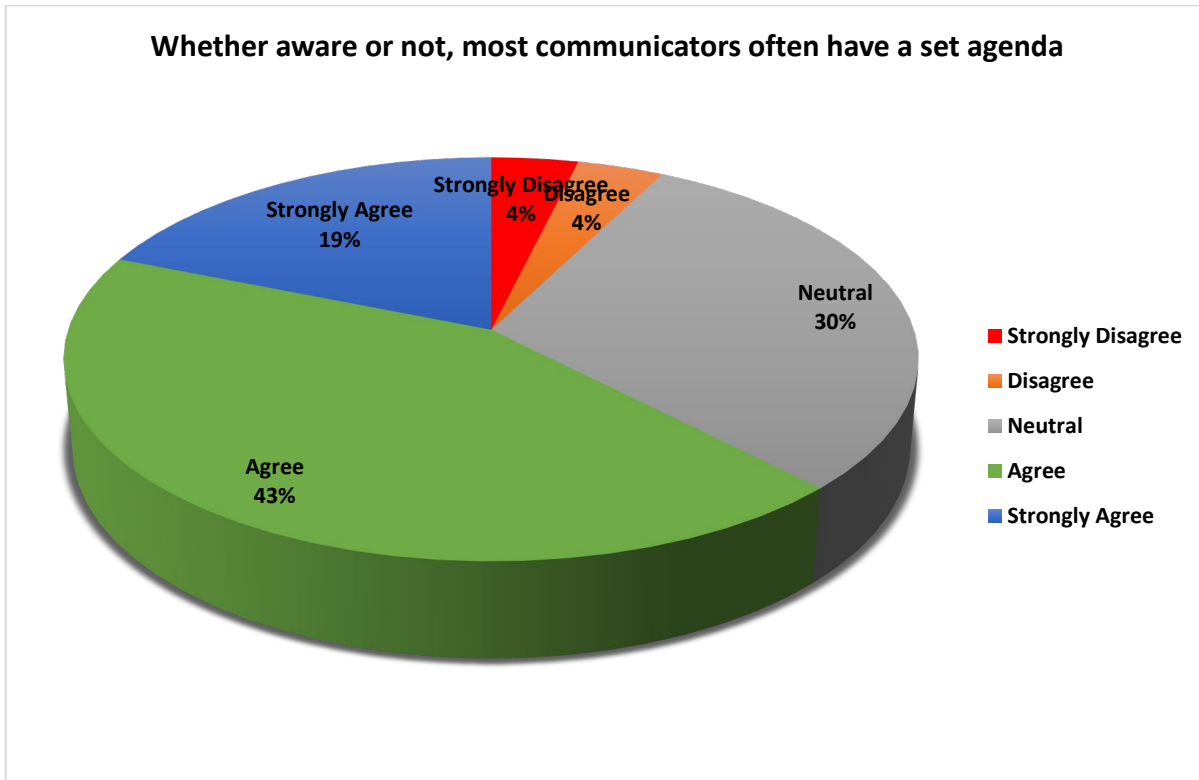
Source: Author's own construction

Figure 5.30 and Table 5.30 indicate that 30% of the respondents strongly agreed and 23% agreed that an attitude can present problems among team members in an organisation, although 30% of the respondents chose to remain neutral, 11% disagreed and 6% strongly disagreed. A small majority (53%) therefore agreed that a bad attitude among employees can present problems for communication, but an (inexplicable) 47% felt otherwise.

STATEMENT 25: Whether aware of it or not, most communicators have a set agenda.

It is important to recognise that communication has a purpose or agenda, and it is the responsibility of both the communicator and the respondent to recognise that agenda and respect it.

Figure 5.31: Whether aware of it or not, most communicators have a set agenda.



Source: Author's own construction

Table 5.31: Whether aware of it or not, most communicators have a set agenda.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	4%	30%	43%	19%	100%

Source: Author's own construction

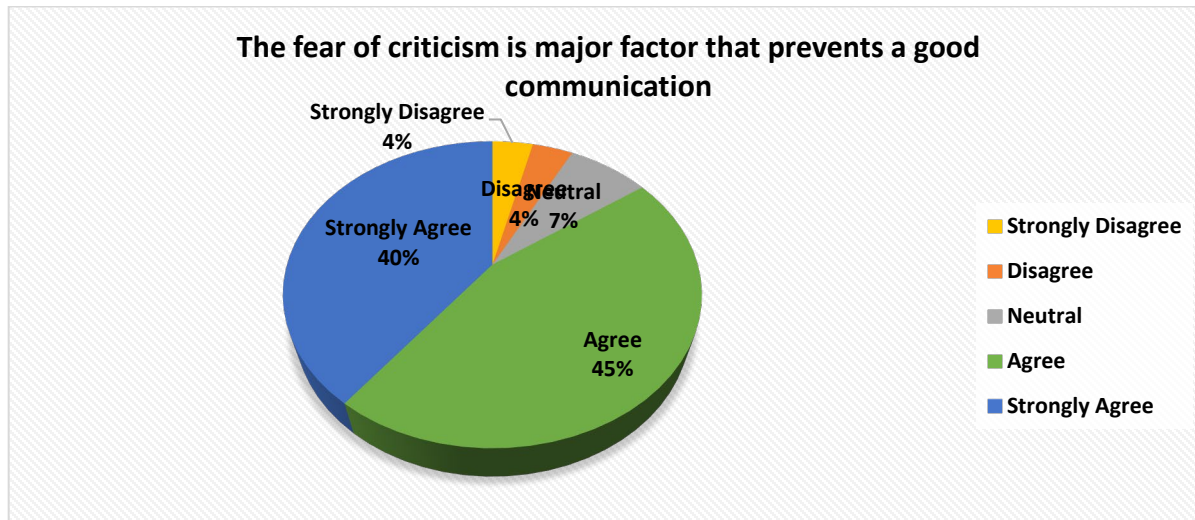
The responses shown in Figure 5.31 and Table 5.31 indicate that 19% of the respondents strongly agreed and 43% agreed that whether aware of it or not, most communicators have a set agenda. A total of 30% of the respondents were neutral, 4% disagreed and 4% strongly disagreed. There seems therefore to be wide recognition that agendas are present in communication and need to be made explicit if they are not to function as a barrier to communication.

STATEMENT 26: Fear of criticism is a major factor preventing good communication.

The fear of being criticised is a major factor that stands in the way of good communication, because if team members criticise each other it can result in others being afraid to make their voice heard on any occasion in the project. Even if things are not going well, this fear might prevent them from saying anything.

In the working environment, everyone should have the confidence to voice anything that needs to be raised without fear of being subjected to harsh criticism. Project managers should try to build confidence among team members in the construction project to empower them to speak up when they need to.

Figure 5.32: Fear of criticism is a major factor preventing good communication.



Source: Author's own construction

Table 5.32: Fear of criticism is a major factor preventing good communication.

Responses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL
Percentage	4%	4%	7%	45%	40%	100%

Source: Author's own construction

Figure 5.32 and Table 5.32 show that 40% of the respondents strongly agreed and 45% agreed that the fear of criticism was a major factor preventing ease of communication. Only 7% of the respondents remained neutral, 4% disagreed and 4% strongly disagreed. This confirms that project managers should not allow unfettered criticism at the workplace because there is overwhelming agreement (85%) that it is a major factor standing in the way of good communication.

5.4 SECTION C: OPEN-ENDED QUESTIONS ON COMMUNICATION

This section consists of the responses to open-ended questions when participants were encouraged to comment on any aspect of communication not covered in the preceding sections. The participants expressed their views on what was happening in terms of communication, what they would like to see happen and why they thought it was not happening. The researcher has tabled the comments that were most frequently forthcoming.

Question 22: List any 5 things would you like to be done to promote the success of the project.

The idea for this question was to ask about things that project managers may have overlooked or failed to take into consideration, but that could make a difference to the success of the project.

Table 5.33: List any 5 things would you like to be done.

NO	SUGGESTION	ELABORATION
1	Freedom of expression	People must be able to voice their opinions without having the fear of being criticised by either management or colleagues. Project managers must have an open discussion with all stakeholders so that they can feel comfortable expressing themselves.
2	Effective communication	The lack of effective communication in the construction projects, delays in responding to critical issues and complaints are among the foremost communal problems that stakeholders have to struggle with. All stakeholders should be able to communicate effectively with one another and with management without any barriers. The project manager must have a clear project communication plan and management must also have a stakeholder engagement plan.
3	Time management	Proper planning ahead before execution and strict punctuality are necessary to avoid any projects delays. Scheduled regular meetings are very important as well to keep stakeholders on track with project activities. Good management always plans and prepares for execution to meet deadlines and stakeholder expectations. When timeframes are set one knows the targets and works towards fulfilling them.
4	Teamwork	Working as a team to ensure that everyone gets the help they need from each other encourages greater productivity in projects. Everyone needs to know what to do at what time, and once everyone knows what the expectations are they will be able to perform better.
5	Trust/good management	Trust must be built among the team members in order for the project to succeed. A competent and accountable leader picks the right team for a job and builds trust among all the project stakeholders.

Source: Author's own construction

Question 23: List any 5 things would you like your manager to do to keep everyone informed.

Project managers who keep all stakeholders informed according to their position and responsibilities are more likely to lead a project to success. Regular information and updates from the project manager keep stakeholders happy.

Table 5.34: List any 5 things would you like your manager to do.

NO	SUGGESTION	ELABORATION
1	Communicative project manager	Communication between management and employees must be clear with no barriers, and project managers must make sure that everyone understands what they need to do. Project managers must have regular team check-in meetings and create an open platform, inform stakeholders, listen to stakeholders and employees. This will enable them to make clear decisions and plan an effective roster to plan out the month properly. Employees must be able to communicate with their managers without any physical or psychological communication barriers.
2	Keep stakeholders updated	Always inform team members about the status of the project. Managers must send weekly emails to keep everyone informed and updated about the progress of the project. Key project stakeholders must be involved in project management-related issues.
3	Organised project manager	A good project execution plan that is understood by the entire team should be in place. Have team meetings before proceeding with work then after work call a meeting with the team to monitor daily, weekly or monthly work challenges. Keep everyone informed.
4	Project manager must be a good leader	Monitor the performance of the team. Improve communication skills and channels.
5	Use of relevant communication methods	The project manager must use relevant communication methods to accommodate everyone in the project, preferably using email instead of WhatsApp. management should offer presentations in face-to-face meetings, share information through email, email the contents or results of face-to-face meetings, keep in touch with everyone and create social media platforms for the team such as WhatsApp groups and email lists.

Source: Author's own construction

Question 24: List any 5 things you think the organisation is failing to do.

This question gave the respondents an opportunity to describe things that they felt the organisation was failing to do and that might be critical to the success of construction projects.

Construction projects need to make sure that everything is in order, such as resources, the budget and the time frame of the project, so that there will be no reason for failure.

Table 5.35: List any 5 things you think the organisation is failing to do.

NO	SUGGESTION	ELABORATION
1	Undermining the power of communication	A project without communication is dead because communication plays a big role in the success of the project. If management underestimates or undermines the power of communication they are leading the project in the direction of failure. The signs are a lack of regular feedback, a lack of constant communication, a lack of team meetings, and no one-on-one meetings.
2	No progress update	The project managers are not making sure that employees are well informed about the progress of the project.
3	Poor leadership	Appointing unqualified management who don't know how to win customers over, resolve conflict or meet deadlines. Poor leaders don't know how to plan, don't know to provide leadership, don't know how to manage people, don't know how to market, preside over poor structures, and make no definite decisions. There is a lack of accountability or managerial oversight.
4	Favouritism	Giving everyone must be given an equal opportunity to contribute new ideas. Everyone is entitled to recognition of excellence regardless of race. The contributions of employees need to be valued equally with no favouritism involved.
5	Insufficient budget	Not offering enough resources for the project, no training of new interns, no developing of the internal staff by giving them opportunities to study or upgrade their skills.

5.5 SUMMARY

This chapter presented and discussed the results of the questionnaires evaluating the importance of structured communication for effective stakeholder management in construction projects in the Cape metropolis. The results were presented in the form of graphs and tables and preliminary findings were reported. These findings are reviewed in the final chapter in relation to findings reported in previous studies. Conclusions are reached and recommendations are made.

CHAPTER 6

Summary of research findings, conclusions and recommendations.

6.1 INTRODUCTION

The key objective of this study was to determine the importance of communication for construction projects. Construction projects in South Africa are arguably facing challenges as a result of unstructured and ineffective communication with and among stakeholders. Construction project managers must have a proper communication plan for each project and encourage all stakeholders to get involved in communication to make sure that everyone is satisfied by the nature and level of communication occurring. In Chapter Five, the findings of the research were presented in line with the study objectives as they were defined in the first chapter of the study.

In this chapter, these findings are discussed to compare them with the theoretical postulates and previous research reported in earlier chapters. The resultant recommendations elaborate areas for possible improvement in communication in construction projects. They are designed to help construction project managers in the future to understand why projects fail and how poor communication contributes to this. Project managers also stand to gain an understanding of the importance of structured communication for effective stakeholder management in construction projects.

6.2 SUMMARY OF THE OBJECTIVES OF THE PREVIOUS CHAPTERS

The findings of this study were presented in Chapter 5 in summary form. In this section, the preceding chapters in the study are reviewed to ascertain what connections are established by these findings with the body of literature reviewed.

The concept of this research was introduced in Chapter One and the need for the study was explained via a brief literature review. A problem statement was formulated and followed by a brief account of the research objectives, the research question, the research methodology, target population, sampling procedure and sample size. The research instrument was identified and the methods of data collection and data analysis were described. The chapter closed with consideration of ethical issues.

Chapter Two discusses stakeholders in general and then goes on to define and distinguish between internal and external stakeholders in construction projects. The differences among project stakeholders' interests and expectations are highlighted, and the importance of managing stakeholders' interests is emphasised. The chapter also demonstrates the importance of relationships among stakeholders in a project, including the necessity of stakeholder engagement.

Chapter Three introduces the topic of communication and goes on to focus on communication in construction projects. The various methods of communication are discussed – verbal, nonverbal, written and visual – a few models of communication are introduced – linear, transactional and interactive. The nature and consequences of effective and ineffective communication for construction projects are presented. Lastly, the chapter discusses stakeholder-fit communication, companywide communication and the importance of a communication plan.

Chapter Four offers a summary of the research methodology utilised in the study: the research strategy, target population, population validity, probability sampling of the target population and sample size. The chapter further discusses the method of data collection, the questionnaire design, data analysis, and issues of validity and reliability. Certain ethical issues are considered, as well as the assumptions and limitations of the study.

Chapter Five presented the results of the survey in the form of the responses of respondents regarding the importance of effective communication in construction projects in the Cape Town metropolis. The results were set out in the form of graphs and tables, followed by brief analysis and discussion. The information received from the respondents provided a composite answer to the research question presented in chapter one. The chapter concludes by summarising changes that the respondents would like to see and makes appropriate recommendations for the improvement of communication in the construction projects in the Cape Town metropolis.

6.3 DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The results and findings presented in Chapter Five are discussed in the sections that ensue. The discussion is followed by conclusions and recommendations based on the researcher's understanding and interpretation of the data analysed.

6.3.1 SECTION A: BIOGRAPHY

The purpose of this section was to identify respondents who were qualified to provide more information on communication in construction projects, based on their roles and experience. All the respondents who participated in the survey were in a position to give their views and opinions about the importance of effective communication in construction projects. The first question was about gender and found that females dominated with 53% over males with 47%, a largely insignificant discrepancy. The question of educational level came next, with 66% of respondents in the category of graduate (Bachelor to PhD), followed by 28% from undergraduate (National Diploma and matric & below) and only 4% from others. These results gave the researcher confidence about the accuracy of the information to be conveyed by the respondents. These respondents consisted of 85% employees and 15% managers, a representative cross-section.

Although 67% of the respondents had 3 years or less experience, this was attributed to the introduction of young graduates for growth in the project-based industry. On the other hand, 33% of the respondents had 4 years or more of experience in the industry. The views regarding communication suggested that 79% came from the most valuable stakeholders (those kept fully or fairly well informed) who had more rather than less power in projects. The last question in this section was about the method of receiving information. It was impressive to see that 67% of the respondents preferred to receive information via email because email is the communication tool preferred on a professional level. No one wanted to be kept informed via newsletter.

6.3.2 SECTION B: COMMUNICATION AMONG STAKEHOLDERS

6.3.2.1 Prospects for success

The findings confirm that an important contributor to the success of construction projects is the happiness of the stakeholders. The respondents maintained that stakeholders are content when they get clear guidance with work, eliminating errors, reworking and wasting the time of the organisation. The happiness of stakeholders is driven by the ready accessibility of information that they need. The results showed that most respondents were satisfied when information about the project was accessible on different platforms to accommodate everyone concerned. It also emerged that stakeholders who are appreciated for their excellence are grateful and inspired by the recognition. Importantly, a construction project will not succeed without keeping the stakeholders updated about the progress of the project. All stakeholders want to be kept up to date about anything to do with the project that might require their attention. They will be happy if they are reassured that

everything is being handled in time and according to the project plan. It can be concluded that project managers should always make sure that all stakeholders in a construction project are offered guidance, necessary information, recognition from management and regular project updates.

Recommendations

Progress in construction projects is contingent on stakeholders' enjoying the work they have been given to do. If they are not happy in their working environment, they will not perform to the best of their ability, and this can lead to project delays. It is important for a project manager as a leader to understand the needs of project stakeholders, especially those needs that might affect the project, either positively or negatively. It is recommended that project managers provide proper guidance to lead all stakeholders in the right direction according to the scope of the project. Stakeholders should be provided with all necessary information at all times, including regular progress updates, so that they have clarity about the task at hand, can perform at their best, and propose changes should these appear to be necessary.

6.3.2.2 Project success relies on project managers

Project managers need to be active in communication with all project stakeholders throughout the project, from beginning to end. The results from the respondents confirmed that the success of a project depends on an effective project manager; the corollary is that an ineffective project manager can easily lead the project to fail. Stakeholders work with confidence and make informed decisions when they believe the information they receive from their management and have a clear understanding of the vision and mission of the project. If the project has clear goals and objectives communicated to all stakeholders, employees can work toward fulfilling these. It can be concluded that for a project to succeed, a project manager should provide necessary training for employees, give clear information to stakeholders, clarify the vision and mission of the project and keep reminding employees about its goals and objectives.

Recommendations

In construction projects, ineffective project managers do not communicate essential information and endanger the success of the project. The provision of communication training programmes to equip employees for effective communication may be essential. Stakeholders should receive trustworthy information from project managers to allow them to make decisions based on believable reporting. Project managers should present the vision and mission of the project to all stakeholders at the outset, and explain the goals and objectives to employees during the planning phase of the project.

6.3.2.3 Productive communication

Communication brings heightened productivity to construction projects. It is therefore important for project managers to have a proper communication plan at the outset of the project and suitable strategies for executing it. Project team members should communicate openly and positively among themselves to share information and resources. The responses presented in Chapter Five indicate that flexibility among team members when it comes to communication in the project environment, and their ability to adjust to different styles of communication, can lead to increased productivity.

It is important for all employees to trust one another so that they can work together as a project team set on achieving a common goal and objectives. Trust between team members builds good relationships, with the result that they can communicate with each other whenever they need to help or obtain help, and thus share their strengths and weaknesses. The respondents agreed that when team members enjoy good relationships, they make decisions that are easily understood by everyone in the team. It can be concluded that for team members to be productive in construction projects they should be positive towards one another, be flexible and adjust to different methods of communication, be honest with each other, admit their mistakes and make decisions that are clear to every team member.

Recommendations

In a construction project, ineffective communication can result in poor performance, project delay and overrun costs. Ineffective communication is an issue that contributes to poor productivity and the eventual failure of many construction projects. Project managers should foster good relations among team members, making sure that they communicate with each other in a positive manner that builds trust among all stakeholders in the project. Team members should trust each other sufficiently to admit their mistakes and allow other members to help them. Project managers should practise and encourage openness and flexibility in respect of communication.

6.3.2.4 Relationship building

In the construction project environment, the relationships among stakeholders are very important because they can enable them to work together as a team, sharing resources and information. If the relationship is poor or non-existent, stakeholders are likely to end up at cross purposes, fighting for project resources. The outcome of a project is a reflection of overall communication in the project, which includes internal and external communication, personal communications and the manager's communication strategy. Satisfaction among team members with communication in a construction

project gives them the confidence to raise issues they are struggling with in their working areas. This is because communication with other team members and with their managers has developed trust. It can be concluded that for project managers to keep all stakeholders satisfied, they must keep on improving their communication strategy so that overall communication, inter-communication and stakeholders' personal communication can keep the project progressing satisfactorily.

Recommendations

The satisfaction of stakeholders in the project is the main objective of any project manager in any project. Project managers are enjoined to satisfy all stakeholders in any construction project, whether employee, sponsor or client, according to their needs. The project manager's first goal is to build a good relationship with all project stakeholders to make sure that no stakeholder turns against the project but instead does their best to make sure that they help make the project a success. Project managers should always have a suitable communication strategy that manages team members' personal communication skills and inter-communication between stakeholders to keep control of the overall communication in a project.

6.3.2.5 Communication can flow

In construction projects, project managers use many ways to distribute information to stakeholders, sometimes opting for the convenience of newsletters. But although respondents agreed that team members were supposed to read newsletters, they did not approve of this medium for important information. Newsletters tended to contain some irrelevant or relatively trivial material, and stakeholders might easily miss something of vital importance.

Recommendations

An effective project manager in a construction project knows the most relevant and accessible method of sharing information with stakeholders. Project managers should not simply use the most convenient or cheapest method of communication but rather methods that are accessible, relevant and preferred by project stakeholders. In construction projects, stakeholders come first in terms of anything that is happening in the project environment and their interests and concerns should always be prioritised.

6.3.2.6 Barriers to effective communication

Project managers are always challenged by certain barriers that can render communication ineffectual. The findings presented in the previous chapter showed that the nature of the

environment – for example, the distance between stakeholders – can cause physical communication barriers. Another source of confusion for team members is when they are not sure who they are supposed to report to because the structure of the project is not clear. They end up developing a negative attitude towards the project due to a lack of leadership and poor management, which lead to a decrease in lack of motivation. Lastly, fear of criticism in terms of gender or race is another factor standing in the way of free communication. Stakeholders might be hesitant to share information or ask for information, from other stakeholders or from the project managers, because of having been criticised for doing so.

Recommendations

The construction business in the Cape Town metropolis can suffer the consequence of communication barriers during the implementation of a project. Project managers should have a clear communication strategy to minimise the effects of these barriers. To mitigate the disadvantage of physical barriers, project managers must introduce a high-tech communication system, managed and controlled by a suitable project structure. An effective project manager should manage the attitudes of team members by motivating them, building a relationship with them and providing training programs to improve their skills and reduce or eliminate criticism among them.

6.3.3 SECTION C: OPEN-ENDED QUESTIONS ON COMMUNICATION

The last part of the questionnaire encouraged respondents to air their views about issues not directly addressed by the closed-ended questions and make relevant suggestions. The researcher collated these views, which were for the most part highly similar, into a list of five points for each question.

The respondents suggested that stakeholders should have freedom of expression. Project managers are expected to encourage and motivate stakeholders to work as a team to ensure that everyone gets the help they need from one another and also to be able to voice their opinions comfortably, without fear of being criticised or victimised. This is an aspect of the kind of sound relationship that should flourish under good management, encouraging them to trust each other. Respondents claimed that effective communication in a construction project would overcome barriers that might result in delays. Time management was also one of the suggestions from the respondents, meaning that project managers should plan carefully and make appropriate preparations and announcements ahead of execution dates.

It was recommended that project managers communicate clearly among themselves and with all other stakeholders. Respondents underlined the value of face-to-face meetings and email correspondence, including emailing the important information emerging from face-to-face meetings. Managers should keep in touch with everyone and create social media platforms for the team, such as a WhatsApp group and group email. Respondents recommended that the project manager hold regular team check-in meetings and create an open platform, informing and listening to employees and other stakeholders, to make considered decisions and plan appropriately. Managers should send weekly emails to keep everyone informed and updated about the progress of the project, while key project stakeholders must be involved in project management-related issues.

Lastly, respondents addressed the things that project managers are failing to do in construction projects. It was believed that project managers undermined free and open communication, did not regularly update the stakeholders, exercised poor management, indulged in favouritism and presided over inadequate budget allocations for matters concerning the welfare of employees. It was recommended that project managers be made aware of these issues and respond accordingly in their next projects going forward.

6.4 SUMMARY

The key objective of this study was to investigate the field of communication as a key strategy for success of the construction projects, within the Cape Town metropolis, however, communication become responsible for a high rate of failure in construction projects once stakeholders get excluded in communication. Stakeholder involvement in the project help project manager to proactively consider their objective because they have power to control the movements of the projects. The study identified the causes of communication problems in construction projects and described what project managers needed to do to remedy these. The study concluded that for project managers to successfully lead a project within prevailing constraints required them to be effective in communication by providing for all the communication-related needs of the stakeholders to make sure that they were kept satisfied.

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APPENDECIS

QUESTIONNAIRE

The Importance of Structured Communication for Effective Stakeholder Management for Construction Projects in The Cape Metropolis.

This research is an academic exercise; you are not required to put your name or any marking to identify you. YOU only participate because you have volunteered to – it's not compulsory. You are free to withdraw at any stage in the process, and you do not need to give a reason, or, you can omit any questions you are not comfortable with. No information will be given to any authority and this information is strictly confidential = you are protected.

SECTION A - BIOGRAPHY

1. Gender.

Male		Female	
------	--	--------	--

2. What is your educational level?

Matric & below		National Diploma		Post graduates		PhD		Other	
----------------	--	------------------	--	----------------	--	-----	--	-------	--

3. What is your occupation/position in the company?

Director		Head office		Top manager		Line manager/supervisor		Employee	
----------	--	-------------	--	-------------	--	-------------------------	--	----------	--

4. How long you have been in this company?

3 Years and below		4-6 Years		7-10 Years		11 Years and above	
-------------------	--	-----------	--	------------	--	--------------------	--

5. In terms of communication in your company, which one best describes your impression?

Keeps fully informed		Keeps fairly well informed		Keeps adequately informed		Gives only a limited amount of information	
----------------------	--	----------------------------	--	---------------------------	--	--	--

6. How would you like to receive an information from your manager?

Face to face		Email		Telephone		Newsletter		WhatsApp	
--------------	--	-------	--	-----------	--	------------	--	----------	--

SECTION B = LIKERT SCALE

Please rank the following by crossing the most applicable. The weightings are; 1 to 5 on an increasing scale of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
SECTION; PROSPECTS FOR SUCCESS - I BECOME HAPPY IF;		0	0	0	0	0
1	I am given a clear guideline to follow to do my work properly.	1	2	3	4	5
2	All the necessary information I need is accessible to me.	1	2	3	4	5
3	I am appreciated for the work that I do.	1	2	3	4	5
4	I receive the information in the company as for update on progress.	1	2	3	4	5
SECTION; PROJECT SUCCESS RELIES ON PROJECT MANAGER TO;		0	0	0	0	0
5	Provide communication training programs in the company.	1	2	3	4	5
6	Give believable information for the project progress to team members.	1	2	3	4	5
7	Clarify an understanding about the vision and mission of the company.	1	2	3	4	5
8	Communicate goals and objectives clearly to everyone.	1	2	3	4	5
SECTION; PRODUCTIVE COMMUNICATION;		0	0	0	0	0
9	Team members communicate in a positive manner to one another.	1	2	3	4	5
10	Team members can adjust to different communication styles.	1	2	3	4	5
11	Team members are honest with each other.	1	2	3	4	5
12	Team members admit what they don't know and ask for help.	1	2	3	4	5
13	Our team makes sure its decisions are well understood by team members	1	2	3	4	5
SECTION; RELATIONSHIP BUILDING, I AM SATISFIED WITH;		0	0	0	0	0
14	Overall communication in the company.	1	2	3	4	5
15	My colleague's inter-communication.	1	2	3	4	5
16	My personal communication skill.	1	2	3	4	5
17	My manager's communication strategy.	1	2	3	4	5
18	My team members are raising difficult issues with each other.	1	2	3	4	5
19	My team members trust one another.	1	2	3	4	5
SECTION; STAKEHOLDER; COMMUNICATION CAN FLOW IF;		0	0	0	0	0
20	Team members can read newsletter of the company.	1	2	3	4	5
21	Stakeholders can value company's newsletter.	1	2	3	4	5
SECTION; BARRIERS OF EFFECTIVE COMMUNICATION ARE;		0	0	0	0	0
22	The nature of environment can cause physical communication barriers.	1	2	3	4	5

23	The problems of company structures in place in an organisation.	1	2	3	4	5
24	An attitudes come as problems with team members in an organisation.	1	2	3	4	5
25	Whether aware or not, most communicators often have a set agenda.	1	2	3	4	5
26	The fear of criticism is major factor that prevents a good communication.	1	2	3	4	5

SECTION C

Open ended questions,

Please state clearly your concerns, likes and dislikes and indicate problems that make you uncomfortable in your role as a project manager / project team member.

A. List any 5 things would you like to be done to succeed to the projects.

1

2

3

4

5

B. List any 5 things would you like your manager to do to keep everyone informed.

1

2

3

4

5

C. List any 5 things you think the organization is failing to do.

1

2

3

4

5

THANK YOU FOR PARTICIPATING

THE IMPORTANCE OF STRUCTURED COMMUNICATION FOR EFFECTIVE STAKEHOLDER MANAGEMENT FOR CONSTRUCTION PROJECTS IN THE CAPE METROPOLIS.

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GENERAL COMMENTS

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30 September 2021

TO WHOM IT MAY CONCERN

This serves to confirm that the Master's dissertation by Mphathiswa Nyanga, "The importance of structured communication for effective stakeholder management of construction projects in the Cape Metropolis," has been proofread and edited to my satisfaction for English idiom and correctness of expression. The referencing has been checked against the CPUT Harvard standard.



Professor D G N Cornwell
(PhD, Rhodes University)



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Office of the Chairperson Research Ethics Committee	FACULTY: BUSINESS AND MANAGEMENT SCIENCES
--	--

The Faculty's Research Ethics Committee (FREC) on **20 October 2020**, ethics **Approval** was granted to **Mphathiswa Nyanga (215259327)** for staff research activity of **M Tech: Business Administration in Project Management** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	<p>The importance of structured communication for effective stakeholder management for construction projects in the Cape Metropolis.</p> <p>Lead Supervisor (s): Dr L Jowah</p>
---------------------------------------	--

Comments:

Decision: APPROVED

 <hr/> Signed: Chairperson: Research Ethics Committee	<p>16 February 2021</p> <hr/> Date
--	--



Date : 18 December 2020
To : Director: Policy & Strategy
Reference : PSRR-0299

Research Approval Request

In terms of the City of Cape Town System of Delegations (June 2019) - Part 29, No 1 Subsection 4, 5 and 6 "Research:

- (4) *To consider any request for the commissioning of an organizational wide research report in the City and to approve or refuse such a request.*
- (5) *To grant authority to external parties that wish to conduct research within the City of Cape Town and/or publish the results thereof.*
- (6) *To after consultation with the relevant Executive Director: grant permission to employees of the City of Cape Town to conduct research, surveys etc. related to their studies, within the relevant directorate*

The Director: Policy & Strategy is hereby requested to consider, in terms of sub-section 6, the request received from

Name	: Mphathiswa Nyanga,
Designation	: Candidate – Master of Technology
Affiliation	: Cape Peninsula University of Technology
Research Title	: "The Importance Of Structured Communication For Effective Stakeholder Management For Construction Projects In The Cape Metropolis".

Taking into account the recommendations below (see Annexure for detailed review):

Recommendations

That the CCT via the Director: Policy & Strategy grants permission to Mphathiswa Nyanga, in his capacity as CCT staff member and Cape Peninsula University of Technology Masters candidate, to conduct research subject to the following conditions:

- National, Provincial and City COVID-19 protocols and regulations to be adhered to for all engagements;
- Face to face engagements to be limited and questionnaires to be disseminated via online platforms to CCT officials;
- Participation of City, construction and construction related project management officials to a maximum of 100 officials
- The Dir: CPPM to advise on staff to participate in the research;
- Researcher to use a personal (non-City) email address from which to disseminate the research instrument;
- The willingness and/or availability of individual CCT staff members to participate in the research study, and in a voluntary capacity;
- Participation of staff is subject to staff availability;
- Clear acknowledgement in the research report that the views of the participants are not regarded as official CCT policy;
- Conditions of confidentiality and anonymity of respondents and City of Cape Town being adhered to;
- The use of direct quotations in the report to be agreed in advance and in writing by the respondent concerned, and any text for direct quotation/s must be verified and signed off individually, ahead of any publication of the case study, policy briefing and/or report;
- The City branding and logo not being used in the research report;
- Submission of research results and final draft report to the Director: Corporate Project, Programme and Portfolio Management, for review, before submission to the University.

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- Submission of the completed research report to the Director: Corporate Project, Programme and Portfolio Management (including research data as advised by the Dir CPPPM), the Director: Policy & Strategy and the Manager: Research Branch - Policy & Strategy, within 3 months of completion of the research report

Delegated authority:

Acceptance by Applicant:

Approved Comment: _____

Not Approved Comment: _____

Lucille Janssens: Acting Dir: Policy & Strategy: _____

Date: _____

I, Mphathiswa Nyanga, confirm that I agree to abide by the conditions as stipulated above.



Applicant: _____

Date: 21/12/2020

<p>CCT DEPARTMENTS: No interviews or data to be provided without evidence of acceptance of proof of the conditions under which the research permission is granted.</p>	<p>Kindly return signed copy to sivuyilevuyo.rilityana@capetown.gov.za</p>
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