



# **Influence of Communication on Success of Projects in Construction Companies in Borama District, Somaliland**

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## **Authors' contributions**

*This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.*

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## **ABSTRACT**

The study investigated the influence of communication on project success in construction companies in Borama District, Somaliland. Communication is defined as the process of passing information, and understanding from one person to another. In this study communication was conceptualized as information managements, interpersonal communication and team diversity. Project success is meaningful when meeting project objectives and the goal within its planned completion of time, cost and quality. If the Project communication was poor there would be lack of communication channels and policy in the construction companies, which causes the problem. Project success in many local construction companies has been a big problem in many places across the global. Success of local project in construction companies is poor is about 20% finishing of the projects with in specified time is poor and is about 9%. The quality of the project is about 30%. Which is poor. The objectives of the study were to determine the influence of information

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management, the influence of interpersonal communication skills, and the influence of project team diversity on project success. Based on the theory of communication, the study used a cross sectional survey on 60 project managers and other staffs of local construction companies in Borama district. The data was collected using questionnaire and analyzed using descriptive statistics, and multiple regression. The study found that project information managements have no a significance effect on project success of construction companies in Borama. The findings show that project interpersonal communication skills have a significance effect on project success of construction companies in Borama, District. This study found that project team diversity has not significant influence on project success of the construction companies, Borama District, the study concludes that interpersonal communication has a significant influence on project success of local construction companies in Borama district. The overall recommendation of this study should be aware of diversity information managements, interpersonal communications kills and team diversity to respond the risk suddenly. And also recommends owner of board of directors of Local construction companies be provided with updated knowledge and communication and the process to implement projects successful. Project interpersonal communication has a positive effect on project success and the study recommends the practice and efforts to improve of communication is very important for the projects of Local construction companies finally the study recommends that more studies be done on another elements of communication skills. The study thus recommends owner of board of directors of construction companies be enlightened and educated on project information managements.

**Keywords:** *Project communication skills; project information management; project interpersonal skills; team diversity; project success.*

## 1. INTRODUCTION

“Project success is defined as achieving golden constraint triangle of scope, cost and time including the satisfaction of various stakeholders and meeting end users requirements” [1]. Globally in Netherlands projects success of Construction Company is 35% and in the whole of Africa project success was expect to reach 30% in (CFTA, 2020). In a Sudan, project success of construction companies is reach about 25% (*World Economic Forum*, 2019). In Ethiopia project success of construction companies is very poor as 22% can reach planned productivity of the construction companies [2]. Project success of construction projects has been a serious issue in Somaliland. First review of project success conducted by the World Bank’s operations evaluation department found that for 28 construction projects only 34% were successful (MoPW& H). Additionally, out of 18 educational projects covered by the same study and later study by the Word Bark, 52% succeeded (MoPW& H). In Borama District, large number of projects at huge cost often tend to experience difficulties with success in constructions projects, the rate is 20% (Hamdi Construction Company, 2020) the project’s completion is poor while construction quality deliverable is low and about 10%, (Hamdi construction, 2020). Effects of communication on project success of private construction

companies is not well known. In this study investigates the effect of communication on project success of private construction companies in Borama District in Somaliland. The link between communication and projects success has not been investigated well. Many studies have been found to focus on communication in general without specifically targeting on how information management, interpersonal communication skills and team diversity may relate with construction project success the empirical evidence on the relationship between communication and project success is limited.

## 2. REVIEW OF LITERATURE

### 2.1 Theoretical Literature Review

#### 2.1.1 Theory of communication

This study was guided by theory of communication, which was proposed by Westland, in 2007. It is strongly linked to the Communication and Projects success. This theory concentrates on the several factors, measuring success, budget and achieves the performance goals [3]. This theory mention there are many factors that have direct effect to Communication such Information Management, Interpersonal Communication, and team diversity.

This theory was recommended in this study because of its aspects that may influence

communication and the success of construction projects. This theory describes how new perspectives and ideas spread across cultures. In order to reach the target group and the entire population, information and ideas pass through a communication path. This study shows that communication capability, knowledge, and skills contribute to The Project success in businesses, and the problem-solving skills, commitment, communication teamwork, Listening Skills and a communication plan are essential. This study was recommended in this theory because of its ideas on the factors that may influence the success of construction projects. This theory is hence strongly related to this study for having mentioned the variables that influence quality of construction projects and which are the variables of this study.

It is used as a critical indicator of performance in organization environment. Thus the theory of communication is the foundation for improving the performance of the organization. This theory is applicable in this study because it reflects project communication relationship.

## 2.2 Empirical Review

“Information management is the collection, storage, management and maintenance of data and other types of information. It involves the gathering, dissemination, archiving and destruction of information in all its forms. Information management covers the procedures and guidelines organizations adopt to manage and communicate information among different individuals, departments and stakeholders. Information management is way of project professionals need reliable information to communicate with the team and wider stakeholders and to provide documentary evidence for assurance” [4]. There is need to understand the requirements of a project communication plan; needs should be known: the need to understand what the project would require from its information management system and the need to know what communication methods and communication styles might be used to use information technology effectively to address these requirements. Effective information management states that the ways to promote communication is to ensure that reports reach members in time; to make use of planned times when members gather and speak; and to ensure that communication records are available for team members to achieve the goals and objectives of the organizational structure.

In a study that investigated the influence of information management and project success in Ethiopia on a sample of 80, Blackwell [5] concluded that if the communication does not participate in the information management, the Cause -effect relationship will be barrier for lack of communication plan and was not be understood and mapped out comprehensively, thus the success of the project will not be there. Talukhaba and Mutung [6] conducted study on the influence information management and project success and development in construction companies on a sample of 120 concluded that communication engagement helps to clarify the scope the problem, information management that lead to successful implementation and success of the construction projects. Another study by Niekerk and Burger, [7] in Indonesia investigated sample of 80 on information management for successful improvement concluded that communication plan increases possibility to achieve the organizational objectives.

In comparison with the above studies, conducted from different parts of the world, it is evident that for any improvement projects to be successful the communication members, participation has to be conducted in terms of information management. On the other hand, all these studies are undertaken outside of Somaliland, it is necessary to investigate the influence of information management and project success, especially project of construction companies in Borama District in Somaliland.

## 2.3 Interpersonal Communication Skills and Project Successes

“Interpersonal skills are behaviors that help you interact with others effectively, in the workplace, school, or in the larger world. Interpersonal communication is the process in communications that are used to define or enable to achieve personal goals through interaction with others. Inter personal communication is the effective delivery or exchange of information between two or more people” [8]. Those messages that occur between two, interdependent person’s leads to understandings and coordination are developed from these communications. On the on other hand, it builds the collaboration and ensures the success of the program or project. These studies support interpersonal communication on project success relationship. Study done in Nigeria on interpersonal communication skills, in project management notes, it is the ability to establish a relationship with others but also to maintain

focus. On a sample, 70 further found that in household members the interpersonal communication process finally greatly improves the project success. Additionally, study by, Taylor [9] in Kenya on 50 community members in construction projects found that engaging interpersonal communication enables success of construction projects. Another study by Bannerman [10] in Poland participatory interpersonal communication for projects success in community sample on 160 people. These studies conducted from the different parts of the world, shows that for improvement the performance of construction projects success staff member's participation has to be conducted in terms of interpersonal communication. Additionally, these studies show that community engagement in interpersonal communication has strong positive relationship with project success. Therefore, it was necessary to investigate community involved in construction projects in Borama, Somaliland.

#### **2.4 Team Diversity in Communication and Project Success**

Team diversity is the difference between individual members of team that can be seen in various dimensions like age, nationality and religious background [11]. "Teamwork, commitment and collaboration are the joint actions of a people working together. The strength of a team comes from supporting each other's communication. In this study define team diversity as the differences between individuals an attribute that may lead to the perception that another person is different from self" [12].

Additionally, to the increased use of team as a work unit in organizations have become more diverse in terms of knowledge demographic differences between people, in terms of gender and age. to lead systematic objective assessments, determine efficiency and effectiveness, and improve of projects.

There are several studies related to communication participation on project success in team diversity. A Study by Emmitt [13] explored communication coordination systems and team diversity knowledge and collaboration employed by conductors and construction companies on building projects. It also investigated challenges in team diversity communication management. It concluded that involvement of local community in team diversity allows assessing the quality being conducted, and teamwork commitment of changes. A Study by Naqfi and Perumal [14] in India on team

diversity and success of construction projects found that community participation based on team diversity is critical in project success since it building accountability. Study by Geren (2018) in Sudan on effect of team diversity on success of construction projects development concluded that teamwork diversity in communication with a good attitude and identifying the lines of communication at the inception of a project is a good practice for successful projects since the community recommend appropriate plan to achieve the projects objectives. Since all these studies show that communication, engagement in team diversity has different relationship on project success. Therefore, it is critical investigate communication precipitation in team diversity on project success, especially in construction companies in Borama District Somaliland.

*H<sub>01</sub>: Project Information Management has no significant effect on Project Success of Construction Companies in Borama, District.*

*H<sub>02</sub>: A Project Interpersonal Skills has no significant effect on project success of Construction companies in Borama, District*

*H<sub>03</sub>: A Project Team Diversity has no significant effect on project success of Construction Companies Borama, District*

### **3. METHODOLOGY**

The study used descriptive and explanatory research design through cross-sectional survey design. The descriptive research design was used to explain the attributes, characteristics of the study phenomenon, while explanatory was employed to test hypothesis and find the causality between the study variables [15]. The target population for the study was 60 LNGOs projects from which 60 respondents who are general project managers and other staffs of these Construction Companies (MoPaND, 2021). A census was done on 60 projects of Construction Companies in Borama District. The study used the questionnaire method to collect data. According to Kaumbulu, Muathe and James [16], questionnaire is research instrument consisting of series of questions for gathering information from the respondent. Primary data was collected using self-administered structured questionnaires. "Questionnaires had closed-ended questions measured on a 5-point Likert Scale questions explaining views and concerns of the respondents. The analysis of the data was organized and analyzed through descriptive and inferential analysis using multiple linear

regression method to determine the nature of the relationship between the two variables” [17].

The study used the following multiple regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_i$$

Where:

Y= Project Success

X<sub>1</sub>= information management

X<sub>2</sub>= interpersonal skills

X<sub>3</sub>= team diversity

β<sub>0</sub>= Constant term

β<sub>1</sub> β<sub>2</sub> & β<sub>3</sub> = regression coefficients

ε<sub>i</sub> = Error term

## 4. RESULTS AND DISCUSSION

### 4.1 Profile Analysis of Respondents

The profile analysis of the respondents was done and presented in percentages. The results of the analysis are presented in Table 1.

As shown in Table 1, the profile distribution of respondents indicates that 71.7%) are aged between 31 and 40 years, while 25% of the respondents are aged between 15 and 31 years

of age. Few of them 3.3% are above 40 years of age. These results indicate that the majority of respondents in Construction companies are young people, between 31 and 40 years. Most of the respondents (55%) are University degree holders while only 30% have master’s degree holders. Few, 15% are diploma certificate. This indicates that the level of education of project managers and other staffs of Construction companies is high. The project period distribution revealed that the majority of respondents, (81.67%) have work experience of 7 to 10 years, 11.67% have work experience of 4 to 6 years, while 6.67% have work experience of 10 years and above. This indicates that the most Construction companies in Borama District have a project managers and other staffs who have the work experience of 7 to 10 years. The distribution of positions held showed that the majority of respondents (48%) were project managers while only 22% are project assistant, and 17% were project staff, while only 13% are project coordinator. The result shows that the study involved the right staff members and thus facilitated the correct information on staff competence in the Construction companies.

**Table 1. Demographic profile of the respondents**

		Gender* Demographic Characteristics		
		Male	Female	Total
Age	15-31yrs	12	3	15
	31- 40yrs	38	5	43
	50 above	2	0	0
	Total			60
Education	Diploma	6	3	9
	Degree	31	2	33
	Masters	15	3	18
	Total			60
Duration	4-6years	5	2	7
	7-10years	40	9	49
	Above 10	3	1	4
	Total			60
Position	Project Manager	20	9	29
	Project Assistant	9	4	13
	Project Coordinator	6	2	8
	Project Staff	7	3	10
	Total			60

**Table 2. Empirical Model Summary**

Model	R	R <sup>2</sup>	R <sup>2</sup> adj.	Std. E	Sig.
1	.429	.184	.140	1.9798	.009

Predictors: (Constant), PTD, PICS, PIM  
Source: Research data (2022)

#### 4.2 Regression analysis of Communication and project Success of Construction Companies

Table 2 shows the model summary with a Pearson correlation of 0.429 indicating that there is a moderate positive correlation between communication and the success of projects in construction companies in Borama. The coefficient of determination (R Square) is 0.184 which illustrates that the three indicators of communication jointly account for 18.4% variation in project success. The results imply that information management, interpersonal communication skills and Team diversity on or more are the predictors of project success. The findings also imply that 81.6% of the variations in project success is explained by other factors not considered in the model of the study.

Table 3 presents the results of the ANOVA of the model fitted to test the influences of communication on projects success. The results show F-statistic of 4.205 which is greater than the critical value of 2.77  $\{F_{(3, 56) 0.05}\}$  and p-value =0.009 which is less than 0.05 implying that the model was statistically significant. The study therefore rejected the null hypothesis that model of the study has no goodness of fit. These results established that one or more of the influences of

communication variables of information management, interpersonal communication, and team diversity are predictors of project success of construction companies in Borama District somaliland.

The Table 4 implies that the optimal equation of the study can now be obtained as:

$$\text{Project success} = 25.323 + 0.181 \text{ information Management} + 0.437 \text{ interpersonal communication skills} + 0.115 \text{ team diversity} + \epsilon_i$$

**H<sub>01</sub>: Project information management has no significant effect on Project Success of construction companies Borama, District.**

The study sought to test the null hypothesis that information management have no significant effect on project success of Construction companies in Borama District. According to the results in Table 4 project information management had  $\beta = 0.181$ , p-value =0.389. Since p-value was greater than 0.05, the null hypothesis failed to be rejected implying that holding other factors constant at zero, so information management has no significant effect on project success of Construction companies in borama district.

**Table 3. Empirical Model ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.445	3	16.482	4.205	.009
	Residual	219.488	56	3.919		
	Total	268.933	59			

a. Predictors: (Constant), PTD, PICS, PIM

b. Dependent Variable: PS

Source: Research data (2022)

**Table 4. Empirical model coefficients**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	25.323	5.546		4.566	.000
PIM	0.181	.209	.121	.868	.389
PICS	0.437	.150	.385	2.915	.005
PTD	0.115	.211	-.072	-.547	.587

a. Dependent Variable: PS

b. Project information managements: PIM

c. Project interpersonal communication: PICS

d. Project team diversity: PTD

Source: Research data (2022)

**H<sub>02</sub>: A Project interpersonal communication skill has no significant effect on project success of construction companies in Borama, District.**

The study also sought to test the null hypothesis that project interpersonal communication skills have no significant effect on project success of construction companies in Borama, District. From Table 4, project interpersonal skills had  $\beta = 0.437$ ,  $p\text{-value} = 0.005$ . Since  $p\text{-value}$  was less than 0.05, the null hypothesis was rejected indicating that holding other factors constant, project interpersonal communication skills positively and significantly affected project success of construction companies of Borama, District. Another implication of the result is that a unit increase in project team leadership skills would result to 0.437 unit increase in project success.

**H<sub>03</sub>: A Project Team diversity has no significant effect on project success of construction companies Borama, District**

The study further sought to test the hypothesis that project team diversity have no significant effect on project success of construction companies of Borama, District. According to the results in Table 4, project team diversity had  $\beta = 0.115$ ,  $p\text{-value} = 0.587$ . Since  $p\text{-value}$  was greater than 0.05, the null hypothesis failed to be rejected implying that holding other factors constant at zero, so project team diversity has no significant effect on project success of Construction companies in borama district.

## 5. CONCLUSION AND POLICY RECOMMENDATION

### 5.1 Conclusion

This section makes conclusion of the study based on the findings and the discussion. The purpose of this study was to investigate of influences of communication on project success of construction companies Borama District. The study specifically focused on three objectives: to determine the influence of information management on project success in Borama district; to assess the influences of interpersonal communication skills and to assess the influences of project team diversity on project success of construction companies in Borama District. It is thus concluded that project information management has no significant influence on project success. In addition, project interpersonal communication skills has significant influence on project success of construction companies in Borama and thus, the project interpersonal communication skills that has been

done by the construction companies in Borama has been having a lot of positive effect on project success of construction companies in Borama. The study also concluded that project team diversity has no significant influence on project success of construction companies in Borama, District.

On overall the study thus concludes that there is great level of positive relationship between project communication and the project success of construction companies in Borama District. It is important project communication selected must have information management, interpersonal communication skills and project team diversity.

### 5.2 Policy Implications

The basic purpose of evaluating the effect of project communication should be to accomplish the project success. If project team have well developed communication competency, it has strange impact to achieve the project goal and for project success. Therefore, based on the result and findings of the study, the following recommendations have been drawn:

- The current study recommends and emphasizes the development of competencies of all construction project team including project managers by involving them on a training and knowledge development programs in order to develop their both soft and hard skills.
- Create a Flow of Communication
- Communication is essential to every phase of any construction project. Establish a flow of communication with everyone on the ground — and every stakeholder and supplier in the plan.
- Since construction project manager's competency development is an ongoing process throughout the project life cycle, construction companies should have to regularly assess their competency level using a qualified competency measurement based on the standard.

Capabilities, personal skills and strategic vision at all construction companies.

### 5.3 Limitation and Future Research

The study was limited to Construction companies in Borama and the further; the study only focused on project information management, project

interpersonal communication skills and project team diversity despite the wide variety of project success factors. The study recommends that a study be conducted to include other Construction companies in Somaliland, with more elements of project communication competence. This will help to make the findings to be more generalizable at Construction companies.

### COMPETING INTERESTS

Authors have declared that no competing interests exist.

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