

# THE EFFECT OF THE MODES OF COMMUNICATION ON PROJECT IMPLEMENTATION IN SOMA UMENYE PROJECT, RWANDA

<sup>1</sup>Martin Arabaruta, <sup>2</sup>Dr. MURONGA Kadurenge Benard, (Phd)

<sup>1</sup>STUDENT AT UNIVERSITY OF KIGALI

<sup>2</sup>SENIOR LECTURER AT UNIVERSITY OF KIGALI

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**Abstract:** This study focused on the effect of the modes of communication on project implementation. The purpose of this research was to examine the role of modes of communication on the project implementation, case study of SOMA UMENYE Project. The researcher has used quantitative and qualitative data during his research. The researcher has collected the data by using different methods such as questionnaire and interview questions. The total number of the population was 105 employees. The sampling techniques used in this study is stratified random and purposive sampling method. The data quantitative data were analyzed by using graphs, tables, percentages, however, qualitative data were analyzed by searching the general statement illustrating the relationship between different information. From the findings, it was clear 64.7% have strongly confirmed that there is a strong correlation between mode of communication and project implementation while 35.3% have said that there is a slight correlation between communication and project implementation. The above data were also confirmed by the responses from interviews where all key informants confirmed that there is a strong correlation between mode of communication and the project success.

**Keywords:** modes of communication, project implementation, project performance.

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## 1. INTRODUCTION

### 1.1 Introduction

Since the middle of 20<sup>th</sup> century, the global community has been striving to change the global community through the exchange of ideas. At that time, communication has been seen as an interactive tool which can permit the people to reach to the common purpose. Today, this is applied to the process of sharing the knowledge, information by living things or computer (Oketch, 2006). When the efficiency of communication is attained, the waste of resources should be alleviated, and the project is attaining the stage of value-adding activities. (Kossai, 2014). The recent observation has shown that the managers and all staff of the project have to dig deep, and improve the communication between different departments since that has been seen as the backbone of the project success. (Kaplan & Hoenlein, 2010). Hence, transmission of data across different levels of the project can help the project implementers to track the bottleneck of the project, and then set the ways of overcoming it. (Alevi & Leidner, 2001).

African projects have been experiencing different challenges such as lack of skills in logical frameworks, feasibility studies, and lack of appropriate evaluation system. Indeed, the aforementioned gaps, they were mainly influenced by communication, that is because after elaborating for instance logical frameworks of a given project, this should have been communicated to the employees of the project with the purpose of giving feedback to the owner of the deliverable, and with the intention of having general consensus on what is being done. For this reason, this has been seen as a constraint

which could have been affecting the project success, that is the reason why the researchers have come up with the tool which can enable the project managers to communicate their expected results to their subordinate, and that was known as “communication plan”. This contained mainly objective of communication, message to transmit to the subordinate, channel of communication, and mode of communication which will be convenient to the audience. (Lavagnon,2012).

Rwanda has been given a target of moving from low-income country into middle income country by 2020. In order to reach to this goal, so many projects have been established with the purpose of promoting the development of the country in different sectors of life such as education, health, agriculture, and political side. Rwandan government has established different channel of communications so that its target can be disseminated across different sites of the country. Some of them are Umugoroba w’ababyeyi, where parents of different regions used to sit and brainstorm the problems of their communities, and set the strategies of overcoming them. In fact, those modes of communication are reports, meetings, skype meeting, online conferences, radios, Televisions and so forth (World Bank, 2015).

### **Problem statement**

Communication plays a big role in project’s implementation, this is due to the fact that, when communication is smooth throughout the lifetime of the project, different stakeholders ensure that there is an appropriate generation, collection, distribution and storage of information across different channels, and these can ease the implementation of the project. (Hailemicheal, 2012). Hence, transferring the information from the sender to the receiver was seen as insufficient, therefore, the communicator has to track the right time and the right place where the message should be transmitted so that the message can have a positive effect to the audience. And that is very crucial in project success. (Aslam, 2017).

Within this regard Soma Umenye Project has been trying to satisfy the needs of its employees. However, there was an issue at the aforementioned project to know what is going on in the project because there is no system which can disseminate the information produced through different entities such as reports, meetings and so forth. Therefore, this was an opportunity which allowed researcher to investigate influence of communication on implementation Soma Umenye project.

### **Specific Objective**

To examine the role of mode of communication on implementation of Soma Umenye project

### **Research Question**

What is the role of modes of communication on implementation of Soma Umenye project?

## **2. LITERATURE REVIEW**

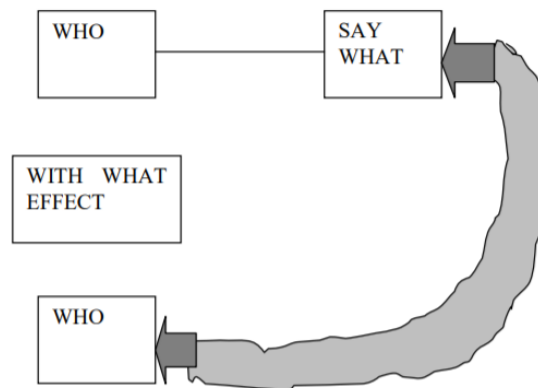
### **Theoretical Review**

#### **Group thinking theory**

Communication is an important tool which can boost the performance of the project by easing the management side. And the main engine of this success is the focus of communication capability. (Turner,2010.) *Group thinking theory* is aligned with the research topic because if the communicator decides to convey his/her message by using a certain mode of communication, he has to make sure that it will have positive results. That means that, in case you are raising an issue, the initiator has to make sure that the methods of communication used is productive to the audience. And this has to be tracked at certain time, and to some extent, it has to be readjusted so that it can be productive based on the needs of the organization.

#### **Empirical Review**

Harold Laswell’s mode of communication seems to be popular mode of communication. This focuses on the effect of the message as its source destination. In this context, this looks at who send the message, what is sent to the channel, which channel the sender has used, whom the message should be addressed to, and what effect the message might have on the recipient. (Abifarin, 2004).



### Gap in Literature

Most researches in the reviewed literature have been emphasizing how the information are collected and shared to different stakeholders. However, they didn't explain the effect of modes of communication in project implementation. This study shed light on the effect of using one way of communication on the project implementation and also the researcher shown the effect of using two ways of communication on the project execution.

## 3. RESEARCH METHODOLOGY

### Research design

The research design of this study was the descriptive. Surveys were undertaken using observation, questionnaire and interview administered to the employees of the project to generate data for research study.

### Study Population

According to Mugenda (2003), population is defined as a complete set of individuals with some common observable characteristics. In our case the target population was composed of employees of Soma Umenye Project. The total number of the population was 105 employees.

### Sample Size and sampling techniques

The research used Yamane formula below to get the sample size

$$n = \frac{N}{1 + N e^2} = \frac{105}{1 + 105(0.1)^2} = 51 \text{ staff}$$

### Data Collection Instruments

Before administrating the questionnaire and conducting interview to the respondents, the researcher firstly introduced himself to the respondents who were the employees of SOME UMENYE project through an introductory letter which was given by University of Kigali. The methods of data collection were questionnaires, interview and documents review.

### Data analysis

In order to determine the influence of modes of communication on project's implementation, a researcher used the quantitative and qualitative data analysis techniques such as graphs, tables, percentages, mean etc.

## 4. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Examining the influence of mode of communication on project implementation

Referring to the data collected, it is clear that 64.7% of the respondents have strongly confirmed that interactive communication plays a big role in Soma Umenye Project implementation. In fact, during the project implementation, the project manager is mandated to track information flow, and the feedback system of an organization. That means that the employees of Soma Umenye project have been interacting by using e-mails, phone calls as well as meetings. In the other side, 63% have responded that interactive communication is the most useful mode during the lifetime of Soma Umenye

project. Therefore, the interactive mode of communication has been seen as dominant mode which boosted the performance indicator of Soma Umenye project. Therefore, the employees have been recommended to maintain these best practices so that they can be able to keep achieving the quality of education in Rwanda.

### **Examining the influence of channel of communication on project implementation**

Soma Umenye project has been using the seminars and workshop in order to hone the skills of its employees at the rate of 98 %. This permitted the project to keep achieving its expected results. And this has been as a strategy of earning a competitive advantage in the entire education system. Besides, 98% have said that seminars and workshop have helped the organization staff to get updated information which helped them to work in smooth environment. Withal, this has been easing the implementation of momentary work plan. Therefore, the staff have been willing to maintain these best practices. At Soma Umenye, the employees have been selecting the channel of communication based on project's goals, nature of stakeholders, and preferences of top managers.

### **Conclusion**

Objective number one was to examine the role of mode of communication on implementation of Soma Umenye Project. From the data above, it is clear that mode of communication has been playing a great role in the performance of the project. Therefore, the findings of this research should be exploited by the top management of the project with the purpose of improving on its efficiency. Besides, interactive communication has been the priority in communication of the project. This is because most employees have said that the mode of communication can permit them to get updates of the project.

Objective number two was to examine the role of channel of communication on implementation of Soma Umenye Project. Regarding the channel of communication, workshop has been seen as a crucial channel employed by Soma Umenye project in order to hone the skills of its staff so that they can meet the project's expectations.

Objective number three was to examine the role of ease of communication on implementation of Soma Umenye Project. The project has to dig deep to make sure that there is a platform of peer evaluation through giving and receiving feedback across its different departments in order to ease project implementation.

### **Recommendations**

For the top management is recommended to revisit their modes of communication with the intention of updating it based on the nature of the stakeholders, and by based on the nature of the program/ project. The best practices of giving and receiving feedback in the project should be incorporated in the organization culture of the project of Soma Umenye and there should be a specific department aiming at tracking the communication between the project and its respective stakeholders.

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