



Assessment of the Effectiveness of Communication Strategies and Processes in Project-Based Firms in South Africa

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Received : December 14, 2024	Revised : May 25, 2025	Accepted : May 25, 2025	Online : May 30, 2025
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Abstract

In South Africa, project-based businesses frequently struggle to maintain effective communication, which is essential for managing stakeholders, organizing work, and accomplishing project objectives. To find weaknesses and suggest fixes for improved project performance, this study examines how well the communication methods of small business enterprises work. The current study evaluates the efficacy of communication practices and processes within project-based organizations. Using pertinent literature and conceptual analysis to offer insight and suggestions for change, this study employs a systematic review technique to investigate and address the issues surrounding communication practices and procedures within project-based organizations. Data from a diverse range of project-based businesses, encompassing various industries and sizes, was collected through document analysis. The study found that effective communication is crucial for project-based firms because it helps to foster collaboration, ensure goal clarity, enhance stakeholder engagement, and mitigate risks, which eventually leads to project success and organizational effectiveness. By analyzing the distinctive efficacy of communication tactics and procedures in project-oriented businesses in South Africa, this study offers context-specific insights that are frequently overlooked in international research. To improve project outcomes and successfully handle context-specific difficulties, the study recommends that project-oriented businesses in South Africa use customized communication strategies that place a high priority on clarity, stakeholder participation, and adaptation.

Keywords: *Effective communication, Project-based firms, Communication practices, Project success, South Africa*

INTRODUCTION

Project-based businesses frequently work with diverse teams that consist of individuals from different fields, backgrounds, and places, and they frequently face strict deadlines. [Mata et al. \(2021\)](#) asserted that because of this complexity, it is challenging to create and maintain consistent communication procedures. Project teams are inherently transient, which makes matters more complicated because members constantly switch between projects, resulting in differences in communication methods and approaches. In this regard, evaluating the efficacy of communication processes necessitates a thorough methodology that takes these variations into account and offers insightful data for various teams and projects. The employment of different communication methods and technologies, which might differ greatly from project to project, typically influences the effectiveness of communication in project-based organizations. [Taherdoost \(2021\)](#) proposed that communication methods might become inconsistent due to differences in the integration and usage of various tools based on team preferences, organizational standards, and project requirements. Furthermore, communication quality is subjective and difficult to isolate as a separate variable. Thus, quantifying the effect of communication on project outcomes can be difficult.

The intrinsic complexity and ephemeral character of project teams in organizations is the driving force behind this study. Project-based firms frequently put together varied teams of people

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with different backgrounds, specializations, and locations who all operate under pressure to meet deadlines. The combination of diversity and time constraints poses significant obstacles to the establishment and upkeep of uniform communication protocols. The construction of a standardized communication process is made more difficult by the fact that team members bring varied communication styles and procedures with them when they switch between projects. Therefore, assessing the efficacy of communication strategies in such dynamic settings necessitates a thorough technique that considers these variances into account and offers insightful information relevant to a range of teams and projects. The efficiency of communication within project-based organizations is influenced by the use of many communication techniques and technologies, which may vary greatly from project to project. The quantification of communication quality's impact on project outcomes is complicated by its subjective nature and the challenge of isolating it as a separate variable. Therefore, the goal of this study is to discuss how important it is for effective communication to improve project performance and success.

Project-oriented businesses depend on effective communication to succeed, yet many struggle to implement policies and procedures in place that guarantee smooth information sharing between stakeholders. These difficulties frequently lead to miscommunications, hold-ups, and inefficiencies that jeopardize project results. Even though communication is increasingly seen as a critical component of project success, most of the studies that have been conducted thus far have focused on general organizational environments or sectors in developed nations, providing little understanding of the particular dynamics of project-oriented businesses in South Africa. The socioeconomic and cultural intricacies of South Africa, in addition to resource limitations, make communication in project-oriented businesses even more difficult. Few studies have examined how these businesses might overcome these obstacles by implementing specialized communication procedures and tactics. This disparity emphasizes the necessity of a thorough assessment to identify the variables influencing communication efficacy and to offer practical advice that can improve project performance and organizational effectiveness in such a situation.

In technological and supply chain-related contexts, communication problems can significantly increase operational risks. Misunderstandings, misplaced expectations, and poor execution can result from ineffective communication, which can be caused by imprecise instructions, language hurdles, or delayed information flow. Such mistakes can lead to improper handling of sensitive materials, noncompliance with compliance rules, or erroneous component assembly in highly technical environments (Odimarha et al., 2024). These problems raise the possibility of financial losses, reputational harm, and operational disruptions, particularly when safety procedures are misinterpreted or important updates are not promptly shared. Arowosegbe et al. (2024) assumed that ineffective communication can seriously impair logistics planning and execution in supply chain cooperation. Bottlenecks, stockouts, and longer lead times may result from inconsistent inventory reporting, a failure to inform partners of shipment delays, or a breakdown in communication between cross-functional teams. These inefficiencies impact customer satisfaction and reduce the overall responsiveness of the system as they spread across the supply chain. Therefore, the successful delivery of goods and services is undermined when project teams lack regular and open lines of communication because this causes decision-making to be delayed, collaboration to deteriorate, and project timeframes to be jeopardized.

A lot of project-based organizations in South Africa deal with ongoing communication issues that impair performance. These issues include unclear information distribution, poorly designed communication strategies, inadequate feedback loops, and inefficient stakeholder engagement (Nyanga, 2021). The difficulties faced by project-based organizations in South Africa not only make it difficult for project teams to work together effectively, but they also raise the risk of delays, higher expenses, low staff morale, and failure to reach project goals (Makubalo,

2021). Communication failures continue to be a common problem despite improvements in project management techniques and tools, highlighting the urgent need for a more thorough examination of how these companies handle communication. [Hariyani et al. \(2024\)](#) contend that even though communication is essential to project success, little empirical and conceptual research has been done on the effectiveness of communication processes and strategies in the context of South African project-based businesses. [Ukoha \(2022\)](#) asserted that the literature currently in publication frequently ignores the distinct structural, cultural, and operational dynamics that affect communication in project-driven workplaces in favor of generalizing communication problems across industries. This disparity calls for a targeted and methodical evaluation to examine existing communication techniques, pinpoint their advantages and disadvantages, and offer recommendations based on solid data. To close this gap and improve communication practices and project performance, this study critically evaluates the efficacy of communication strategies and procedures in project-based businesses in South Africa.

Despite the function and significance of communication practices and processes within organizations within the context of South Africa, there are still some circumstances in which project managers do not formalize or keep these acknowledged practices and processes in ongoing use. [Hermano and Martn-Cruz \(2020\)](#) noted that project completion and success are seriously jeopardized by communication practices and procedures that fail. In this sense, the study attempts to overcome the knowledge gap that causes a project-based organization to malfunction. This essay aims to provide insightful analyses of the internal dynamics of project-based businesses and their communication patterns. To increase project outcomes and organizational performance, it aims to provide practitioners, managers, and researchers with a basis for understanding successful communication practices in the context of project-based work. This study conducts a critical analysis of project-based organizations' communication practices and procedures. This study aims to clarify the subtleties of communication within these organizations, evaluate its efficacy, and identify the different aspects that influence it. Therefore, by utilizing a non-empirical methodological approach, this study aims to gather existing relevant theories on the subject matter and analyze them to derive insights that can enhance communication processes and practices across a range of projects within project-based firms in the context of South Africa.

LITERATURE REVIEW

The literature review technique of the study comprised a methodical analysis of scholarly works, industry reports, and policy documents that addressed the research objective ([Saah and Mbohwa, 2025](#)). The integration of a PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram into the study not only demonstrates the care taken in choosing pertinent literature and enhances the credibility of the study and reproducibility. [Iannizzi et al. \(2023\)](#) contend that a PRISMA flow diagram is a standardized graphical tool used to visually represent the flow of information through various phases of a systematic literature review. In the context of this study, the PRISMA diagram illustrates how sources were identified, screened, evaluated for eligibility, and finally included in the final synthesis. By outlining each step of the selection process, the diagram ensures that the literature review was conducted systematically and objectively, thereby enhancing the overall methodological rigor of the study. It provides a clear audit trail by documenting the exclusion of ineligible studies, frequently for reasons like lack of peer review, insufficient relevance, or methodological weaknesses. This transparency supports the findings of confirming that they are based on a carefully curated and well-justified body of evidence.

The complex function of communication in project-based enterprises is examined in this section of the literature review, along with its significance, the types and traits of communication that are used, the processes involved, and the practices that improve communication efficacy. The

impact of efficient communication procedures and practices on project performance and organizational success is further examined in this section. This study emphasizes the vital necessity for strong communication strategies that promote cooperation, creativity, and ongoing development in project-based businesses through an examination of academic viewpoints.

The importance of communication in project-based firms

For project-based businesses, effective communication is the key to success, underlining its crucial role in attaining project goals, sustaining client happiness, and promoting organizational growth. The ability to communicate information, share knowledge, and promote collaboration among various stakeholders becomes crucial in a setting where enterprises operate more and more within the parameters of projects (Li et al., 2022). This importance is particularly clear in project-based businesses, where the subtleties of communication can be the deciding factor between success and failure in project endeavors. Parker et al. (2017) proposed that project-based enterprises, which span a broad range of industries, including construction, information technology, consulting, and manufacturing, base their fundamental business activities on projects of various sizes and complexities. These initiatives are the lifeblood of these companies and require ongoing coordination, open dialogue, and a common understanding among internal teams, customers, subcontractors, governing authorities, and other interested parties. In project-based organizations, communication is crucial to the timely planning, collection, creation, storage, control, and distribution of information. Hernández et al. (2019) stipulated that when the communication plan is followed, the project's key information is assertively and effectively communicated.

In project-based businesses, communication is crucial because communication focuses on building and maintaining relationships between the company and its external stakeholders. Ndlovu and Simbanegavi (2022) suggested that effective management can foster relationships within a team that increase employees' perception of job satisfaction. Effective communication also ensures that all team members are aware of their duties and responsibilities. The team's response is sharpened, and production is increased as a result. Li et al. (2022) contend that improved communication also results in the development of new services, product upgrades, improved managerial agility, and strengthened financial sensitivity to pricing and expenses, all of which further improve team members' responsiveness and productivity. More specifically, when cross-functional teams must collaborate, communication is linked to improved project performance through the impact level of information exchange. Parker et al. (2017) asserted that projects are said to occur during the start, planning, execution, and closing phases. For the design and fulfillment of the project, communication planning and strategy are of the utmost importance in all phases.

Types and traits of communication used in project-based firms

Project-based businesses are based on communication and take different forms. Communication is the lifeblood of these complex businesses. The constant pursuit of project excellence across a range of industries, such as building, software development, and consulting, drives these organizations to be dynamic entities. The effective use of various forms of communication and the development of particular communication skills suited to the specific requirements of the projects they take on are essential for navigating this constantly changing environment. Project-based businesses frequently bring together groups of stakeholders and specialists from different backgrounds to work toward a shared objective, and they naturally thrive on collaboration, coordination, and the synthesis of varied abilities. In such an environment, clear, efficient, and adaptable communication is not merely an asset; it is an essential catalyst for success (Muszyńska, 2018). The types of communication used in project-based firms include strategic, informational, emotional, and practical forms of communication.

Strategic communication

Strategic communication is the most prevalent form of communication employed in project-based businesses. Strategic communication includes any idea or procedure related to a corporate strategy or aids in long-term planning. It emphasizes uniting the team and emphasizing organizational triumphs. Goal-setting, determining success metrics, identifying the targeted audience and channel, developing the message, and effectively communicating it are characteristics of these strategies.

Informational communication

Informational communication is another form of communication used in project-based businesses. It consists of information about the creation, collection, archiving, and disposal of project-related data. This type of communication's characteristic includes team communication focused on the exchange of information connected to projects. This highlights the project's status, provides comments on the work that has been performed, reduces redundancy, and offers support for active team members. These interactions are planned, restricted to team members communicating via status updates and reports, and only include direct communication during crises ([Chirwa and Boikanyo, 2022](#)).

Emotional communication

Direct verbal contact between team members and their leaders is referred to as emotional communication. Facilitates informal contact among participants and improves their comprehension of the subject matter. It promotes free communication and reduces duplication. This enables team leaders to provide feedback in a personal setting, develop their awareness, and forge relationships through coaching and feedback. However, under unfortunate circumstances, it could result in time loss and delays in finishing duties at hand ([Hendrix and Morrison, 2020](#)).

Practical communication form

For this kind of communication, it is important to follow the guidelines for supplying the desired information and indicating when a response will be sent. To foster healthy and fruitful verbal engagement between team members and their leaders, this method of communication also necessitates the desirable behavior of replying within a predetermined time frame. This communication style in an organization is characterized by unambiguous, behavior-based communication ([Morrison-Smith and Ruiz, 2020](#)).

Processes of Communication

The person sending the message usually initiates the communication process by developing the message to be sent and selecting the best medium. The message is then translated into a form that the recipient can understand. The message is then sent using the chosen channel, which may be a face-to-face meeting, a written document, an email, a phone conversation, or a digital collaboration tool. The recipient decodes and analyzes the information after receiving the message to comprehend the sender's meaning and intent ([Shad et al., 2019](#)). To ensure that the message was accurately heard and understood, feedback techniques were used. The interchange of project-related information is described in the communication process to promote participant comprehension, keep projects on schedule, and keep parties informed of the status of the project ([Morrison-Smith and Ruiz, 2020](#)). [Taleb et al. \(2017\)](#) in a study suggested four essentials in the process of communication, which comprise the components of the sender, medium, and receiver, as depicted in Figure 1.

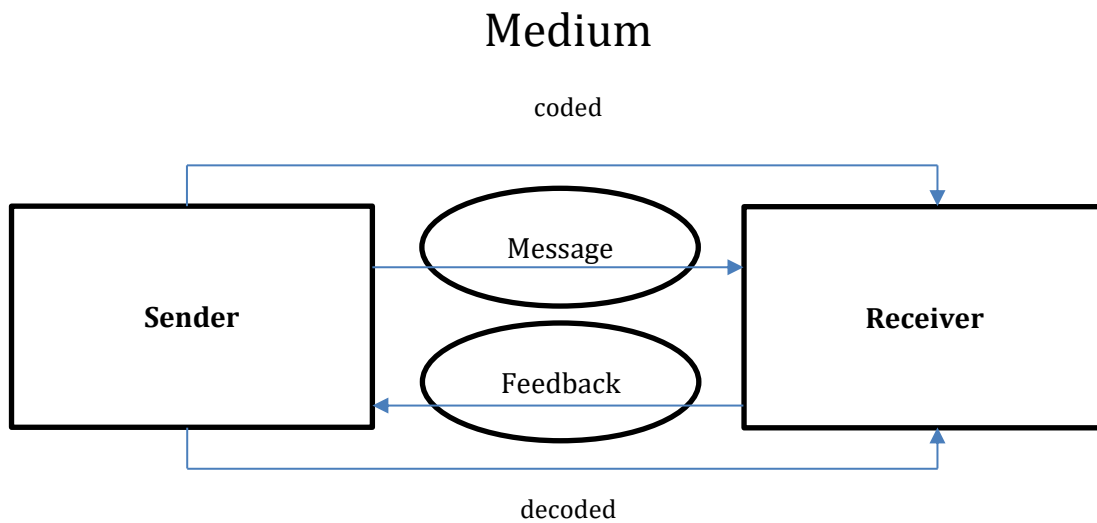


Figure 1. The process of communication
Source: Adapted from [Taleb et al. \(2017\)](#)

The sender initiates the message that is coded and decoded and sent via a medium to deliver the message, which is at the center of the process, and the same loop is repeated when the receiver sends back the feedback in the communication process shown in Figure 1 above. The medium is crucial in ensuring the messages are never misunderstood and do not cause issues with the project's effective completion. [Mugo and Moronge \(2018\)](#) noted that the tools needed to complete the communication process include the internal messenger, which is used for internal company communication to improve multitasking and project-specific communication. Agile practices are used to maintain continuous feedback, discuss client requirements, and address their questions frequently. With the least amount of effort in project communication, the feedback system enables continuous monitoring of the end product's quality, production, and maintenance. The communication mechanism depicted in the aforementioned image is unique to project-based businesses and occurs throughout the project cycle. However, communication plays a different role in each of these stages. The project's initiation phase marks the start of the communication process. Understanding the project's goals is made easier through the communication process. Communication practices in project-based firms

Practices of communication enable firms to attain project success based on the fitness of the enterprises, enhance improvement, and innovation. [Khoury \(2019\)](#) noted that the parameters of analyzing the effectiveness of communication practices and processes within project-based firms are a smooth flow of information, defining targets or goals, establishing responsibilities of team members through clear communication, engaging to attain the best performance from employees, and adopting new methods such as agile.

Smooth flow of Information

Smooth information flow throughout the hierarchy and departments depends on appropriate communication practices. To improve cooperation and collaboration, these practices include open and transparent communication ([Samáková et al., 2018](#)). It avoids ineffective communication, which can reduce effectiveness, waste time and money, and raise team tension.

Defining targets and goals

By clarifying the objectives to be met and inspiring the team by fostering trust, communication practices contribute to project success. Being trustworthy results in the removal of communication obstacles and enables team members to accept responsibility for setting realistic expectations ([Majeed et al., 2021](#)).

Establish team member responsibilities through clear communication

Project-based businesses should use clear communication lines to ensure that everyone on the team is aware of their obligations. The team's leaders and members should occasionally meet face-to-face or by audio or videoconferencing. Knowledge sharing, the use of appropriate media, a timely timetable, follow-ups, monitoring, and feedback provisions should all be present. Additionally, communication techniques must be acceptable and task-focused ([Galli, 2021](#)).

To attain the best performance from employees

The practice of communication fosters open, engaged communication inside the organization, which contributes to project success. Additionally, the procedures used should guarantee a minimum amount of delay in the communication process to assure team performance and avoid team dissolution ([Suthers, 2017](#)).

Adoption of new methods such as Agile

The adoption of innovative communication techniques, such as agile, improves responsiveness, reaction time, communication of change quickly, flexibility, maintenance of quality, learning, and reduces resource waste ([Alzoubi and Gill, 2020](#)).

Effectiveness of communication practices

Strong relationships between team members and their leaders are established in a company when communication practices are effective. These elements are crucial for creating a sense of community within the team and enhancing organizational success ([Kapogiannis and Sherratt, 2018](#)). Clarity of intent is required in communication practices, and the recipient is expected to perform the desired action. Depending on the style of dialogue being used between the stakeholders, there is also a need to balance the formal and informal components of communication to ensure efficacy. Integrated working is produced through effective communication practices. The many stakeholders with various organizational, cultural, knowledge, and viewpoint backgrounds can be brought together through effective communication practices to engage in systematic, reliable, and expert communication. These procedures promote efficient decision-making, reduce waste, and consequently boost the productivity of the team working on a certain project ([Bourgeault et al., 2021](#)).

The language barrier, varying levels of knowledge among team members, variations in ethics and culture, personal barriers, and sluggish information flow between parties can all be addressed to improve communication. Additionally, effective communication practices are attained by clearly communicating frequent contract changes, outlining the project's goals, building mutual respect and trust between teams, adhering to the organizational structure, providing accurate project information, and making information accessible when needed ([Gamil and Abdul, 2017](#)). The efficacy of communication can be further increased by dealing with noise disruption and training team members in communication protocols. These relate to the aspects of time, such as the availability of accurate information that has been updated, accessibility to all parties concerned, the use of appropriate media, and the capacity to facilitate appropriate communication. Effective

communication techniques include impartiality, objectivity, and motivation, which provide a secure working environment and encourage employee progress to increase job satisfaction ([Galli, 2021](#)).

Effectiveness of communication processes

Based on common themes, it is possible to comprehend the effectiveness of communication processes, as discovered by several studies. First, it fosters integrative and collaborative working within the organization. Effective communication facilitates the conveyance of messages that foster the development of a collaborative culture, which is structured around businesses' capacity to communicate globally at any time ([Kapogiannis and Sherratt, 2018](#)). Stakeholders share information and have access to project expertise when communication is effective. It makes it easier for everyone to understand the same brief and create common ground where information and knowledge is shared. The efficiency of the communication process also promotes stakeholder involvement and each party's ability to manage the project and quickly correct errors and doubts ([Zita, 2020](#)).

The ability of stakeholders to control time overrun, cost overrun, redesign incidence, low productivity, misunderstanding, design flaws, and misinterpretation increases because of good communication processes. As these variables may result in the project failing, the systems must be effective in handling stakeholder disagreements, a demotivated workforce, and poor team performance. The procedure should allow for prompt resolution of difficulties, minimal resource waste, clear pathways, and enough documentation for project goals ([Suleiman, 2022](#)). This suggests that an effective communication process should actively involve both the sender and the recipient in listening and responding. The effectiveness of communication should consider the personalities of the parties and include intelligibility elements. This will make it possible to receive feedback and engage in effective communication. [Zita \(2020\)](#) noted that clarity, openness, personalization, relevance, trustworthiness, and cost-effectiveness are characteristics of good communication. Effective communication guarantees that regular contact is maintained without bias or the development of unfavorable experiences.

RESEARCH METHOD

In addition to compiling individual book and paper evaluations, a literature review meticulously investigates and analyzes all available material on a certain study topic to generate an exhaustive summary and synthesis ([Saah and Mbohwa, 2024](#)). A non-empirical methodological approach was used in the study to address the problems with communication practices and processes within project-based organizations after a thorough review of the literature. [Snyder \(2019\)](#) stated that the examination of the literature in a non-empirical, conceptual study comprises a comprehensive assessment of the body of knowledge, theories, and concepts related to the issue under investigation. [Jaakkola \(2020\)](#) asserted that a thorough review of the literature encourages critical thinking and the application of many theoretical viewpoints to establish a solid theoretical foundation for the study. [Humble and Mozelius \(2022\)](#) noted that in a non-empirical conceptual study, a researcher may employ critical discourse analysis, content analysis, or thematic analysis to identify the underlying themes and patterns in the literature. In this study, several journal papers on the efficacy of communication procedures and practices in project-based businesses were examined to provide answers to the research topic. The conclusions of the study were then derived from an analysis of the top 50 most pertinent journal papers. The project aimed to compile scholarly works by various authors on subjects influencing the efficiency of communication procedures and practices in project-based businesses. These publications were carefully examined, and the best 50 journal articles were selected for this study. These 50 pertinent papers were chosen with care because they directly address the research topic, which is the efficacy of communication procedures

and strategies in project-based businesses. Furthermore, relevant literature was reviewed to gain further insight into the efficacy of communication procedures and practices.

To guarantee an open, exacting, and repeatable systematic literature review procedure, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework will be used in this investigation. The detailed items for systematic reviews are reported in the PRISMA flow diagram as depicted in Figure 2.

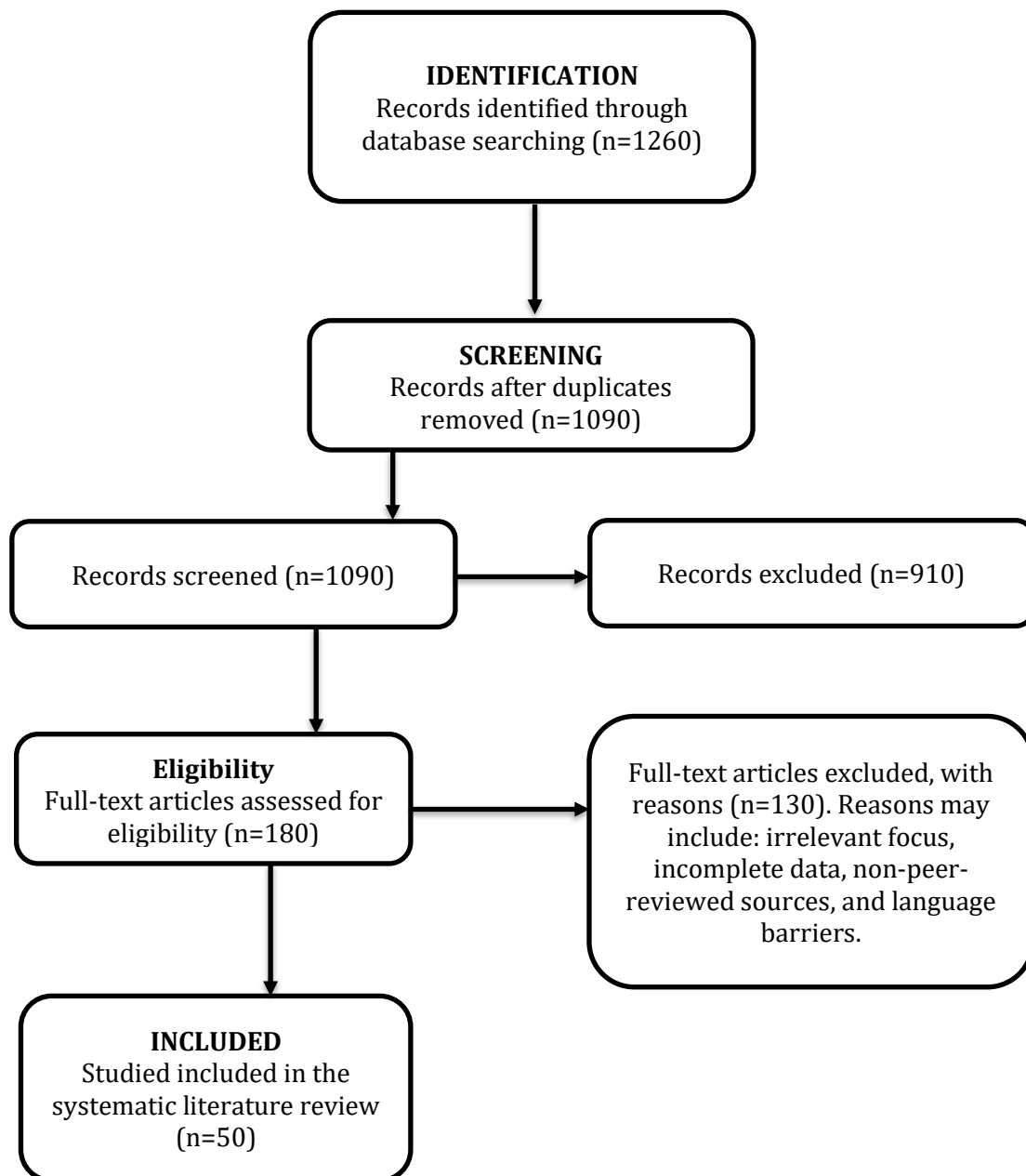


Figure 2. Flowchart of the database search and literature review.

Dickson and Yeung (2022) assumed that PRISMA offers an organized method for finding, vetting, and choosing pertinent academic material, improving the caliber and legitimacy of the review. The four main stages of the study, identification, screening, eligibility, and inclusion, will be guided by this framework. To find a variety of literature on communication strategies, procedures, and project-based organizations, thorough searches of electronic databases like Google Scholar will

be conducted during the identification phase using pertinent keywords and Boolean operators. Duplicate records will be eliminated during the screening stage, and titles and abstracts will be examined to eliminate unrelated research. [Mishra and Mishra \(2023\)](#) claimed that to ensure that only the most relevant and excellent research is taken into consideration, full-text papers should be evaluated during the eligibility phase, about predetermined inclusion and exclusion criteria. [Shaheen et al. \(2023\)](#) note that to identify important themes, trends, and gaps about communication effectiveness in project-based organizations, a selection of research will be thoroughly examined during the inclusion phase. The use of the PRISMA framework in this study guarantees methodological transparency, minimizes bias, and aids in the creation of a thorough and fact-based comprehension of communication practices in the project-based setting of South Africa.

The main methodological strategy used in this study was a systematic literature review, which was judged to be the most suitable for accomplishing the goals of the study. The methodical literature review makes it possible to find, assess, and synthesize previous studies on the efficacy of communication tactics and procedures in project-based businesses in an organized, transparent, and repeatable manner. This method aids in the creation of a thorough grasp of the state of knowledge, identifies knowledge gaps, and guides future research directions in this field of study by critically evaluating peer-reviewed academic materials.

However, when assessing communication strategies and procedures in project-oriented businesses, relying exclusively on content analysis, a non-empirical literature-based approach may create some biases and limitations. [Panjaitan et al. \(2024\)](#) argued that a cost-benefit analysis can provide important information on how ergonomic changes will affect the bottom line. Since the quality and scope of the study depend on the availability and applicability of the body of current literature, one major worry is the possibility of selection bias. Because a thorough document analysis is based on published research, it may over-represent certain industries, settings, or geographical areas while under-representing others, including the particular dynamics of South African businesses. This could lead to biased results that do not accurately reflect the subtleties and reality of local communication methods. The theoretical insights gained from the literature review could not accurately represent the difficulties or achievements of communication tactics in real-world situations. For instance, it is challenging to confirm whether the identified communication problems or suggested fixes are relevant or successful without primary data collection, such as stakeholder surveys or interviews in South African project-oriented businesses. Additionally, because this method depends on retrospective analysis rather than gathering current, context-specific facts, it limits the capacity to consider changing practices and new trends in communication. As a result, the study may overlook important information on how businesses adjust to particular socioeconomic and cultural circumstances in South Africa.

FINDINGS AND DISCUSSION

The findings of a research study provide specific results or consequences from examining the information gathered throughout the research process ([Estebal and Natividad, 2024](#)). This section presents and interprets the findings of the study, providing insights into the patterns, relationships, or trends identified during the research process. This section begins by summarizing the main conclusions drawn from a thorough review of the literature, highlighting noteworthy findings that address the research objectives. This section ties academic reasoning and a thorough review of the literature together, coming to insightful conclusions and laying the groundwork for suggestions or future lines of inquiry.

Findings

The findings of the study include the importance of communication in project-based firms,

types and traits of communication used in project-based firms, processes of communication, practices of communication in project-based firms, and effectiveness of communication practices. These factors are intended to identify the effectiveness of communication practices and processes within project-based firms.

The importance of communication in project-based firms

Li et al. (2022) and Ndlovu and Simbanegavi (2022) emphasized that successful communication plays a crucial role in the success of project-based enterprises and that communication is essential to all stages of a project, from inception to completion. This suggests that effective communication techniques make it easier for information to flow, encourage teamwork, and guarantee that all parties involved are on the same page with the objectives of a project. Fobbe and Hilletoft (2021) noted that by clearly outlining roles and duties, effective communication improves stakeholder relationships, raises work satisfaction, and increases productivity. Effective communication fosters innovation and ongoing progress by allowing enterprises to adjust to shifting market conditions and technological advancements. This shows that communication plays not only a supporting role but is also a crucial component of project success.

Types and traits of communication used in project-based firms

Hendrix and Morrison (2020) and Chirwa and Boikanyo (2022) highlighted the complicated and vital role that communication plays as the lifeblood of project-based organizations, emphasizing its diverse nature. Alqaisi (2018) suggested that good communication is necessary to promote cooperation, coordination, and synergy among many stakeholders and experts, in addition to attaining project objectives. This indicates that to drive efficiency, innovation, and organizational growth through clear, flexible, and effective communication practices, successful project-based firms must develop a communication ecosystem that includes a variety of communication styles catered to the particular demands of their projects.

Processes of communication

Morrison-Smith and Ruiz (2020) emphasize how important good communication to project-based organizations and outline a communication approach that includes everything from message creation to feedback integration. They advocate that effective communication depends not only on the correctness and clarity of a message but also on the channels chosen to ensure that the recipients understand it. Bernardo et al. (2024) asserted that communication tools and standards are essential for upholding uniformity and enabling effective information sharing, especially in intricate organizational environments with various stakeholders. The analysis highlights how crucial good communication is to the project cycle at every level, from planning to execution, since it helps to clarify project goals clearly and allows for smooth implementation.

Communication practices in project-based firms

Daraojimba et al. (2024) asserted that efficient communication techniques are critical to project success in project-based businesses because they promote goal clarity, employee engagement, team member accountability, information flow, and the adoption of cutting-edge techniques like Agile. Majeed et al. (2021) and Galli (2021) emphasized that effective communication strategies within project-based organizations must include engaging communication, clear duties, well-defined aims, seamless information flow, and the implementation of innovative techniques. This means that organizations may ensure flexibility, responsiveness, and efficiency in project execution while also improving cooperation,

collaboration, trust, and performance by giving priority to certain communication techniques.

Effectiveness of communication practices

[Bourgeault et al. \(2021\)](#) emphasized how important good communication practices are to the success of organizations, stressing topics like encouraging cooperation, encouraging stakeholder engagement, and reducing project risks. This implies that effective communication lowers the possibility of time and expense overruns, design problems, and misunderstandings because stakeholders can easily share information, access project knowledge, and manage projects together. [Marbun et al. \(2023\)](#) argued that clear, honest, relevant, and trustworthy communication processes should actively involve both senders and recipients while also considering their personalities. Therefore, according to these authors, organizations that prioritize these traits are better able to manage disagreements, promote decision-making, create transparency, and maintain constant communication, which helps for the achievement of project goals and organizational objectives.

Effectiveness of communication processes

[Zita \(2020\)](#) and [Suleiman \(2022\)](#) pointed out the profound impact of effective communication processes on the success of project-based firms, emphasizing their role in fostering integrative and collaborative working environments. They advocate that effective communication ensures that stakeholders share information seamlessly, access project expertise, and collectively manage projects, thereby mitigating risks such as time and cost overruns, redesigns, and misunderstandings. [Chirwa and Boikanyo \(2022\)](#) advocated that by maintaining regular, unbiased contact and fostering transparency, trust, and problem-solving, good communication practices enhance decision-making and conflict management, ultimately driving project success and organizational efficiency. Thus, prioritizing effective communication processes is essential for minimizing resource waste, resolving difficulties promptly, and achieving project goals.

Discussion

Successful project-based businesses are strategically driven by good communication. The importance of communication at every stage of a project, from conception to execution and completion, is consistently emphasized in the literature of this study. According to authors like [Li et al. \(2022\)](#) and [Ndlovu and Simbanegavi \(2022\)](#), communication is a fundamental component of project management rather than a supporting role. The requirement for customized communication systems that accommodate various stakeholders, surroundings, and project demands is highlighted by the diversity of communication kinds and characteristics. The complexity of this communication fosters cooperation, coordination, creativity, and flexibility. According to experts like [Morrison-Smith and Ruiz \(2020\)](#), to guarantee clarity, relevance, and mutual comprehension among all parties involved, communication procedures need to include feedback mechanisms and strategic channel selection. Furthermore, by increasing staff involvement, fostering objective and responsibility clarity, and boosting adaptability to contemporary project techniques like Agile, the results demonstrate that good communication strategies directly lead to better project outcomes. Research by scholars such as [Majeed et al. \(2021\)](#), [Galli \(2021\)](#), and [Bourgeault et al. \(2021\)](#) shows that communication is at the core of risk mitigation, team accountability, trust, and decision-making. Crucially, project-based businesses are more likely to reduce misunderstandings, prevent time and expense overruns, and maintain productivity when communication processes are planned to be inclusive, transparent, and participatory. Together, the study shows that communication in project-based settings involves more than just information transfer; it also entails establishing alignment, developing collaborative cultures, and establishing shared understanding. As a result, businesses are better positioned to

accomplish their project and organizational goals when they make strategic investments in efficient communication strategies and procedures.

Project-based businesses operate in a dynamic environment with unique requirements and difficulties. In these circumstances, adopting proper communication practices and processes in the project-based organization in South Africa has positive impacts, such as improved integration and coordination, goal clarity, and adoption of practices that can lead to rapid problem resolution and decreased negative experiences. These procedures can be extended in the future to meet the specifications of other projects, with communication serving as a catalyst for project procedures, retaining flexibility, and improving responsiveness. However, failure to implement good practices forces project management companies to deal with issues such as project schedule slippage, goal failure, inefficient use of available resources, and organizational goal failure. Since teams from several places now collaborate on the same project due to globalization, adopting good communication practices and procedures is crucial in the current situation. Therefore, for a project in a project-based organization in South Africa to be completed and the organizational goal to be met in such circumstances, clear and effective communication practices and processes must be used to ensure that project information is conveyed correctly to the appropriate individual.

To finish projects on schedule, within budget, and to the satisfaction of clients, successful project-based enterprises mostly depend on efficient communication. This study examines how communication techniques relate to important performance metrics such as team dynamics, client satisfaction, and project outcomes. It emphasizes how crucial it is to maximize communication tactics in order to maintain competitiveness and promote expansion in the fast-paced commercial world of today. Establishing clear communication protocols, funding frequent communication training, utilizing technology to enhance collaboration, cultivating a transparent culture, promoting cross-functional cooperation, and routinely evaluating communication practices to enhance them over time are some of the recommendations. These strategies enable project-based businesses to improve project outcomes, enhance client satisfaction, and strengthen team dynamics. By implementing clear communication rules, using technology, promoting openness, and facilitating cross-functional collaboration, businesses can drive efficiency and alignment. Regular review and adjustment of communication methods promote continuous improvement and position these firms for long-term success and growth in the competitive business landscape.

CONCLUSION

This study offers a thorough assessment of communication tactics and procedures in South African project-oriented businesses, highlighting how crucial they are to project success. Significant obstacles specifically affecting communication efficacy in this setting were identified by the investigation, including cultural diversity, language hurdles, resource limitations, and the effects of socioeconomic complications. These results show that although communication is widely acknowledged as essential to project management, its implementation needs to be customized to consider the unique characteristics of South African businesses. The report also emphasizes how crucial it is for stakeholders to work together to enhance communication methods. While CEOs must invest in technology and cultivate an organizational culture that values openness and feedback, project managers must create formal and flexible communication plans. In a similar vein, policymakers, clients, and team members all have a part to play in making sure that communication is inclusive, robust to the difficulties presented by South Africa's ever-changing business climate, and successful. The study's useful suggestions provide stakeholders with concrete solutions to overcome current obstacles and improve project performance as a whole. Finally, by addressing a significant knowledge vacuum on communication tactics in South African project-oriented businesses, this study adds to the larger conversation on project management. This highlights the

necessity for more research on this subject, especially empirical studies that document the practical implementation of suggested remedies. This study aims to enable project-oriented businesses to optimize their communication processes by expanding their knowledge and providing helpful advice, enabling them to succeed over the long term in a market that is becoming more complex and competitive.

LIMITATIONS AND FURTHER RESEARCH

The primary drawback of this study is its reliance on a systematic literature review, which confines the research to secondary data that already exist and makes it more difficult to gather real-time, context-specific insights from South African project-based businesses. Furthermore, by eliminating pertinent papers indexed in specialized academic databases like Scopus and Web of Science, the review's reach may have been limited by the exclusive use of Google Scholar as the main search database. Future studies should use empirical methods such as in-depth case studies, semi-structured interviews with project stakeholders, and survey-based quantitative analysis to validate emergent patterns to expand on these findings. Empirical research on the connections among communication clarity, frequency, and project performance outcomes is particularly crucial. The study also examines how technology adoption and cross-functional team dynamics affect communication effectiveness in project-based settings.

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