

The Effect of Communication Efficiency on Project Success in Project-Based Organizations in Riyadh, Saudi Arabia

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13 July 2026 – 9 Semester

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1. Chapter 1: Introduction

1.1 Research Background

Communication is widely recognized as one of the main factors that contributes to successful project management. In project-based organizations, employees, project managers, clients, suppliers and other stakeholders depend on effective communication to exchange information, coordinate activities and work toward shared project goals. When communication is clear and timely, team members understand their responsibilities more easily, respond to issues faster and help keep projects on schedule. Poor communication, however, can result in misunderstandings, delays, additional costs and lower project performance (Project Management Institute [PMI], 2021).

As projects continue to grow in size and complexity, organizations need stronger communication practices than ever before. Many projects involve several departments, external partners and advanced technologies, making coordination more challenging. Sharing accurate information at the appropriate time supports teamwork, improves coordination and helps everyone remain focused on achieving project objectives (Kerzner, 2022).

Communication efficiency refers to the extent to which information is exchanged clearly, accurately and at the appropriate time among project participants. It is not simply about communication more often but ensuring that information is useful and reaches the right people when it is needed. Effective communication enables project teams to make informed decisions, respond to unexpected situations and reduce mistakes. (Pinto, 2020).

Project success is commonly measured by completing a project within the planned time, budget and quality requirements. Today, however researchers also consider

stakeholder satisfaction and the achievement of project objectives as important indicators of success (Larson & Gray, 2021).

Previous studies have shown that communication has a positive influence on project outcomes. In contrast, communication problems may lead to conflict, delays and reduce efficiency (Turner, 2016).

Saudi Arabia is currently experiencing significant developments through Vision 2030, with many large-scale projects taking place across different sectors. These projects involve many stakeholders, making communication an essential part of successful project management. For this reason, this study investigates the effect of communication efficiency on project success in project-based organizations in Riyadh, Saudi Arabia.

1.2 Research Problem

Although communication is widely recognized as an important part of project management, many organizations still experience communication-related problems that affect project performance. Delayed information, unclear instructions and poor coordination continue to contribute to project delays, increased costs and stakeholder dissatisfaction. Even with modern communication technologies, many organizations struggle to communicate effectively throughout the project lifecycle (Project Management Institute [PMI], 2021; Kerzner, 2022).

1.2.1 Theoretical Gaps

Many previous studies have examined factors that influence project success, including leadership, organizational culture, team performance and stakeholder

management (Meredith et al., 2019; Pinto, 2020). Although communication has been discussed in project management research, fewer studies have focused specifically on communication efficiency within project-based organizations in Riyadh. In addition, much of the existing research has been conducted in different countries and industries, creating an opportunity to investigate this topic in the Saudi Arabian context (Kerzner, 2022; Project Management Institute [PMI], 2021).

1.2.2 Practical Gaps

Project-based organizations in Riyadh often involve collaboration between different departments, contractors, consultant and clients. Because of this complexity, communication challenges such as delayed responses, incomplete information, poor coordination can still occur. These issues may reduce project performance and negatively affect project quality, schedule and stake holder satisfaction. (Project Management Institute [PMI], 2021; Kerzner, 2022). Although many organizations adapted This study aims to provide practical evidence that can help organizations improve their communication practices.

1.3 Research Significance

The significance of this study can be discussed at both the theoretical and practical levels.

1.3.1 At the theoretical level

This research adds to the existing knowledge in project management by exploring how communication efficiency is related to project success in project-based organization located in Riyadh, Saudi Arabia. While previous studies have explored communication in different industries and countries, limited research has focused specifically on communication efficiency in the Saudi Arabia context. Therefore, this study may provide additional evidence that can support future research in project management and organizational communication (Pinto, 2020; Kerzner, 2022).

1.3.2 At the practical level

From a practical perspective, the results of this study may help project manager, team leader and organizational decision-makers better understand the importance of communication efficiency in achieving successful project outcomes. The results may assist organizations in improving communication practices, strengthening teamwork, enhance decision-making, reduce communication related challenges and increasing stakeholder satisfaction. Ultimately, these improvements may contribute to better project performance and a higher likelihood project success (Project Management Institute [PMI], 2021; Larson & Gray, 2021).

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