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# Role of Project Communication Management on the Performance of Airline Company in Rwanda. A Case of Rwandair Ltd.

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## Abstract

The purpose of this study was to examine the contribution of project communication management on Performance of airlines Rwanda using a case of RwandAir Ltd. projects as an airline company of the Republic of Rwanda. The specific objectives were to assess the effect of communication plan, communication implementation and communication control on project Performance. RwandAir Ltd. projects related to the research are to promote Rwandese maximum numbers of own pilots, aviation's technicians, marketing agents and cabin crews. Planning, implementing and control were the factor indicators of effective communication and the results of good performance was revealed by productivity, creation of better relationships and clarity provided. Agency, Management, and Institutional theories are the theoretical foundation of this study. Project Communication management are independent variables and project performance is the dependent variable. The researcher used quantitative method approaches during analyzing of findings through descriptive statistics using bivariate analysis. The target population was 102 permanent staff working in different departments. The sample size is all respondents 102 targeted, who applied a Census technique. The two data collection methods included a questionnaire survey and a secondary data sheet, which were used for data collection. Primary data was collected by structured questionnaire through a stratified sampling method. The validity of the research instrument also was determined by use of content validity, while reliability was verified through the test-retest method. Data was analyzed and organized by SPSS version 22. Data analysis will be a quantitative data analysis method presented by descriptive and multiple regression statistics methods. The study was presented that communication plan, implementation, and control had countless roles. Towards on the project performance of RwandAir Ltd and has been chosen as a case study for this research to provide an insight into how communication planning and tools had employed, to effectively implement RwandAir's projects within Rwanda and at the international level, where the national courier has opened up branches. Project communication values close attention as employees may be the most important audience for an airline company's performance and its branding efforts.

## 1. Introduction

One of the major issues affecting small and big companies is lack of effective internal communication. During 20 plus years RwandAir ltd in the commercial aviation industry, it has witnessed many airline operators fail; precisely due to breakdown in communication, and their inability for properly function as a whole company. Communication becomes the heart of implemented projects of the airline industry, where project managers consume 90% of their time communicating with project participants. According to the Project Management institute, the lack of communication leads to project failures over 30% of the time in such a sense, it is also very important to examine the role of communication performance in management projects to increase the level of communication. Poor communication in RwandAir ruined relationships, and potentially resulted in lost sales and a damaged reputation.

Insufficient communications between crewmembers and other parties such as ground personnel, may lead to a loss of situational awareness, a breakdown in teamwork and ultimately to a bad decision or series of decisions which result in a serious incident or even a fatal accident. The development comes in the wake of complaints, especially on social media platforms, with some people citing flight cancellations for some days now (Bilczynska et al. 2023).

One Batya Blankers (2022), a twitter user, wrote RwandAir has become unreliable. he had five visitors coming in and out of Rwanda in the last 10 days for business. All flights were delayed or canceled. He concluded by saying that he cannot rely on RwandAir anymore. In a statement released on December 7, RwandAir said technical issues affecting our aircraft caused the recent disruptions. This has led us to making a number of flight cancellations and rescheduling a number of RwandAir services.

Communication error can occur between pilots and between pilots and air traffic controllers due to inadequate information, unclear pronunciation or inclusive misunderstanding. This is despite the fact that both pilots and mechanics share an overarching goal of flight safety. The fact that RwandAir faced were to fly with empty seats. Those cannot justify whether they caused by lack of communication to customers or it is just due to other factors, unnecessary delays and customer missing of flights needs to be argued about to whether it is a result of poor communication by the company or a result of other external factors beyond the national courier controls. Ineffective emergency communication, this outcome may be attributed to issues such as: pilots or flight attendants failing to share critical information; unwarranted delays before communicating about an imminent threat to safety; misjudgments or misinterpretations of what someone observed; imprecise or incorrect.

The project success, especially in the aviation industry, depends significantly on enhanced project communication management on the performance of airline especially in RwandAir.

The development of information and communication technologies (ICT) has had profound effects in goods and services marketing. Information and communication technologies have revolutionized the entire business world; the airline industry in particular has fostered a dependency on technology on their operational and strategic management. Limited published data was available on the role of project communication management in airline's projects; it is of great significance to carry out this research project to add information to the gap in literature.

### 1.2 Objectives of the Study

The general objective of this study was to examine the role of Project communication management on the performance of airline companies in Rwanda with special reference to RwandAir Ltd.

### Specific Objectives:

- (i) To establish the role of planning of project communication on the performance of RwandAir Ltd.
- (ii) To ascertain the role of implementation of project communication on the performance of RwandAir Ltd.
- (iii) To determine the role of control of project communication on the performance of RwandAir Ltd.

## 2. Literature review

This chapter covered both the theoretical and empirical review related to the study. In theory, it provides the key details concerning the research project, where empirical review shows other related scholars about this topic of project communication management.

### 2.1 Theoretical Literature

#### 2.1.1 Project Communication Planning

Traditional project management approaches often fail to achieve the required objectives of innovative projects Davies & Brady, (2017). One of the reasons that traditional project management approaches struggle to produce innovative outcomes is that they incorporate detailed upfront planning. It is difficult to incorporate this type of planning in projects intended to produce innovations, such as new products and software, due to the complexity of the requirements and solution planning and the lack of information from similar past projects and outcomes (Davies & Brady, 2017; Paluch, Antons, & Brettel, 2020).

The lack of information means that innovative project processes are also uncertain, creating further challenges for traditional project management (Bianchi *et al.*, 2018). Sprightly project management addresses these shortcomings with an approach different to traditional project management.

Rasmus *et al.* (2019), revealed that an effective communication plan helps the whole team to clarify goals and objectives, as the communications roadmap, its plan can tell them where they need to go and how to get there. Articulate the relationships between audiences, messages, channels, activities, and materials... Communication starts with face-to-face interaction among the members to establish the goals and team dynamics and learning the customer's expectations. Project management theory has been developed and built upon the theories of communication to determine project success. Communication plans define what information should be communicated, who should receive that information, when that information should be delivered, where (e.g., email, social media, mail) communication will be shared, and how those communications will be tracked and analyzed.

Public support is critical to fostering the political and social acceptance of climate adaptation policies required to address the growing effects of climate change (Drews & van den Bergh, 2016). However, in countries like the Rwanda., public perception of climate impacts (believed to be geographically and temporally distant), and lack of communication and engagement at the community level, negatively affect public support for climate, pandemic, and planning.

Several countries have successfully reduced their COVID-19 infection rate early, while others have been overwhelmed Project. Due to the novelty of the COVID-19 crisis, studies have mainly focused on the impact of COVID-19 on the aviation industry, the links between the medium- and the long-term effects, and labor-related issues (Cugueró-Escofet, Suau-Sanchez

and Voltes- Dorta, et al., 2020; Sobieralski, 2020). Currently, many organizations use projects as a way of attainment of competitive advantage in the global markets. Flynn et al. (2019), aims to fill the gap in current research by providing a novel insight into crisis communication, particularly that of European airlines and how they communicated with their stakeholders amid the COVID-19 outbreak. The communication strategies were evaluated based on the airlines' most popular social media channels. This included all social media posts from December 1, 2019, to May 25, 2020. Thus, this research serves to fulfill a research gap and help researchers further widen their horizons in the tourism and aviation industries. This study concludes with recommendations for action and theoretical implications of this study.

### 2.1.2 Project Communication Implementation

The capacity of a decision unit to induce innovation implementation within an adoption unit is crucial to organizational success. Risk and complexity are characteristics of innovations that can lead to resistance within organizational adoption units. Communication costs, types of power, and communication channels are structural characteristics that can be used by a decision unit to overcome this resistance. The interaction of these factors can determine the degree of successful innovation implementation within organizations. (Lori and Johnson, 2018). A presentation communication budget provides a formal process for planning, tracking and measuring the impact of your expenditures on marketing communications activities such as advertising, direct marketing, online or events. The budget sets out the funding required to meet (Joslin & Ralf, 2015).

The 3rd Generation Partnership Project (3GPP) completed the first global fifth-generation (5G) system standard in its Release 15, paving the way for making 5G a commercial reality. So, what is next in 5G system evolution to further expand the 3GPP ecosystem? Enabling the 5G system to support satellite communications is one direction under exploration in 3GPP. There has been a resurgence of interest in providing connectivity from space, stimulated by technology advancement and demand for ubiquitous connectivity services. The ongoing evolution of 5G standards provides a unique opportunity to revisit satellite communications. In this chapter, we focus on the 5G radio access network known as the new radio (NR) and study how to adapt the NR air interface for satellite links. The first provides an overview of use cases and a primer on satellite communications. Currently, the identification key technical challenges faced by NR evolution for satellite communications and propose solutions to overcome them. (Hoffman, 2019).

X Lin *et al.* (2019), Companies are vulnerable to crisis. Crises are a threat to organizational reputation and can harm stakeholders physically, emotionally and financially. One key technique to ensuring the happenings of a crisis are minimized is communication. Communication plays the role of ensuring the reputation and credibility of a company is safeguarded. The modern way of verbal and nonverbal communication and written information sharing has been a vital part for businesses to survive in airline services that are inevitable and as such the company's ability to communicate through its online sites is critical to averting and combating future crises. As one of the famous airline companies in America, Southwest airline is present on all social media platforms to connect with its stakeholders. This was evident in its crisis management strategy during the 15-hour power outage in July 2016 which led to the cancellation of over 2.000 flights and delayed 250.000 travelers. The innovative communication strategies and tactics employed by the Southwest communications team reduced the level of damage the crisis could have caused. This paper analyses the airline's communication strategies and tactics in the crisis and its impact on victims of the crisis.

RwandAir's project performance was through verbal communication when two or more people communicate orally and Nonverbal communication works alongside verbal communication to provide meaning to an individual's message as well as represent and communicate additional meanings and messages to those who can view elements of nonverbal communication. One of the benefits of written communication is that it provides a quick and easy way for people who might not be in the same location to communicate with each other.

### 2.1.3. Project Communication Control

Luís *et al.* (2021) assumed that organizations can reach communication tools by using certain tools and techniques, such as jitter buffer and traffic shaping. For many organizations, then its verification is included in the service-level agreement (SLA) with their network service provider to guarantee a certain level of network performance. The term Class of continuous improvement is sometimes used interchangeably with data reporting management systems. CoS technology does not specifically guarantee a level of service in terms of bandwidth, and it approaches traffic control from a less perspective.

Karol (2019) stated under the national Airspace System Modernization Plan, the Federal Aviation Administration intends to introduce digital data communication as a means of exchanging information between aircraft and ground-based facilities. Measurement of reporting data is important because enterprises need to provide stable services for employees and customers. If the services an organization provides are not reliable, customer and employee relationships may be put at risk. This reviews the simulation literature on data-link communication between controllers and pilots to synthesize a base of useful, generalizable knowledge. General effects of the data-link technology on the volume, speed, and timing of air traffic control communications are analyzed for their operational significance.

The airline also benefited from IATA's financial settlement systems (ISS), which help to cover costs, reduce cash flow and maximize efficiency. Akagera aviation ltd contributed to maintaining carrier safety by upholding its IOSA registration, the number one industry priority, funded by reducing the environmental impact of aviation through operating tools with new and effective technology. Paul and Dwight (2015), described that Project communication as overwhelmingly viewed as the proper and timely delivery of pertinent project information. The view of communication in this way misses the constitutive nature of communication. Communication is more than message exchange but a way that project managers generate the grounds for a project. The capacity of a network communications links to transmit the maximum amount of data from one point to another in a given amount of time. QoS optimizes the network performance by managing bandwidth and giving high priority applications with stricter performance requirements more resources than others (Ben, 2008).

Pana and Ferdi (2018), described the Quality of service as referring to any technology that manages data traffic to reduce packet loss, latency and jitter on a network. QoS controls and manages network resources by setting priorities for specific types of data on the network. Enterprise networks need to provide predictable and measurable verification of procedures efficiency as applications such as voice, video and delay-sensitive data to traverse a network. Organizations use QoS to meet the traffic requirements of sensitive applications, such as real-time voice and video, and to prevent the degradation of quality caused by packet loss, delay and jitter.

## 2.2 Theoretical Literature of Review

This section supports the related theories regarding communication management as different authors have discussed them. This section also benefits to evaluate related theories concerning their practices with different authors have revised them;

The utilization of communication tools has an important influence on the organization and all of its elements including people, culture, structure, process and tasks (Leavitt and Pondy, 2021). Researchers try to focus on these aspects and how they affect ICT application in projects According to Cohen *et al.*, (2021) there are three major roles for project communication administrative, operational and competitive and it is the competitive one that is becoming most important

Moreover, Cohen *et al* (2021) recommended four dimensions for describing communication practices: operational support, business process support, manages support and innovation support. On the administrative level, Lengange et al, 2020; Pinsonnault and Rivard, 2019 suggest that ICT is an effective tool to share, convert, accumulate and establish knowledge management systems that influence the organizational management philosophy and the way organizational members are managed, also communication management is making possible fundamental changes and improvements in the way management work and improving decision making.

Lengange *et al.*, (2020); Brynjolfsson (2019); Rogers (2023) suggested that ICT application influence the nature of organizational structure, processes, procedures, internal and external communication process and organization size. In contrast, Ayob (2020) claims that most end users of communicator believe that the benefit and use of ICT is for carrying out basic operational activities with only limited use for management. Moreover, extensive use of communication in projects may create some kind of uneasy relationship between the workers and new technology in them.

## 3. Research methodology

### 3.1 Research Design

The study adopted a descriptive survey design, which according to Texeira et al (2019) is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. The study aimed at collecting information from respondents on role of project communication management on the performance of the aviation industry in Rwanda. Creswell, (2019) recommends descriptive survey design for its ability to produce statistical information about aspects of education that interest policy makers and researchers.

Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification (Krotov, 2021). According to Mugenda and Mugenda (2019) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study.

### 3.2. Study Population, Sample size and Sampling procedure.

The participants under investigation were the RwandAir's permanent staff. The research was stratified. The target population for this research included executives, Marketing and communication managers and officers, sales agents, regional branch managers, regular

customers and employees for achieving pilots, engineers, cabin crews and dispatches trainings and good performance of RwandAir projects.

In this section, the study outlines how a sample is selected and the sampling procedure used. To determine the size of the sample used, the Yamani Taro's formula was used. It states that the desired sample size is a function of the target population and the maximum acceptable margin of error (also known as the sampling error) and it expressed mathematically thus:

$$N=1+Ne^2$$

Where:

n =sample size N = target population

e =maximum acceptable margin of error (5%)

Thus in this study, the desired sample size given that there are approximately 620 staffs is:

$$N= 1+204 (0.05)^2$$

$$N = 105$$

The research uses a 5% margin of error, therefore, 105 respondents were targeted by the use of

Questionnaires. Simple random sampling was adopted for this study by use of random numbers generated by a computer program. To enable the researcher, generalize findings to the whole population, 105 employees was used. Statistically, in order for generalization to take place, a sample of at least 30 must exist (Goetsch, 2022).

An illustration or the sample frame was a list of all the population subjects that the researcher targeted population by using purposive during the study.

### 3.3. Data collection Instrument

Information were gathered from mutually primary and secondary sources. The primary data enhanced the assessment for collecting information by a respondent from an individual sitting room. It is also the unique and fresh data get together by the researcher oneself for particular goals (Chatha, 2019).

The questionnaire covers a close-ended reaction that was made on five point Likert scales where strongly agrees (SA) agree (A), Neutral (N) strongly disagree (SD) and Disagree (D). As well to Likert scale favorites; there was a preference for a comprehensive statement on certain through the analysis respondent. Researcher was distributed 240 questionnaires to the RwandAir permanent staff. It also helps a researcher to save cost and time.

Depboye (2019), defines Secondary data as data that was collected through someone else or through the internet, books, reports, and other documents sheets. By which the researcher intends to practice them, this data is always stored in different sources namely reports such as IATA's report of (2020 and 2023), and newspaper save time that would take for collecting data longer and higher-quality databases like New Times. Secondary data analysis was unattainable for any researcher to bring together on their own. The researcher collected those data by using websites like Google scholar, RwandAir Ltd.'s website and Corporate Communications Department at [communications@rwandair.com](mailto:communications@rwandair.com) and Magazine.



### 3.4. Data Analysis

This study was used both descriptive statistics (occurrence tables and percentage) and preferential assessment (multiple linear regression exploration). Descriptive analyses considered objective and interpreted in the formula of mean and standard deviation. Object two explored by inferential exploration done by regression exploration. Objective three examined by descriptive statistics. Data also analyzed by using (SPSS) Version 22. This exploration of second objective shows through the following regression analysis equation:

$$Y = \beta_0 X_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \text{ Where;}$$

**Y** = Project Management Communication Performance of RwandAir Ltd.

**X1**- Communication planning; **X2** -Communication implementation

**X3** –Communication Control **β0, β1**: Regression Coefficients

**e**- Error (stochastic term), which comprises extra factors that affect project communication management performance, which will not have been covered by the study.

By the use of communication skills, project managers help to plan, direct, control, and coordinate their operations throughout the project life cycle. Most of the communication activities of project managers involve interpersonal communication and project communications, sharing information with project team members, and other stakeholders (Bilczynska, 2014).

### 4. Research findings

This chapter covers the analysis of data, interpretation and discussion of findings concerning the role of project communication management on the performance of airline companies in Rwanda, with a case study of RwandAir Ltd.

#### 4.1 Regression Model Summary

The study estimated the relationship between communication of project planning, project implementation and project controls while the dependent variable was performance of RwandAir that measured by quality, time and cost standards. A multivariate regression model was practical to define the correlation between communication management and project performance of RwandAir LTD.

$$Y = \beta_0 X_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 <sup>a</sup>	.872	.862	.30949

a. Predictors: (Constant), project planning, project implementation, project control

Table 1 demonstrates the model summary statistics, it shown that project communication management activities have a significant and positive effect on the performance in RwandAir projects. This statistically described by the Adjusted R Square (.862) that indicates that holding other factors constant, an 86.2% change in RwandAir Ltd project’s performance that can be clarified by the effectiveness of project communication management. Where it holds 87.2% of performance in RwandAir, and the remaining 12.8% that are not reachable in this study

**Table 2: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.651	3	8.884	92.745	.000 <sup>b</sup>
	Residual	3.927	41	.096		
	Total	30.578	44			

a. Dependent Variable: Project Performance of RwandAir LTD.

b. Predictors: (Constant), project planning, project implementation and project control

Table 2 shows that the effects of Analysis of Variance (ANOVA) are used to describe the total variation in the dependent variable that is explained by the model. Therefore, from the ANOVA Table 4.8, it is observed that the regression (F=92.745 with p=.000<.05) shows that the regression model explains about 92.7% of the variability in the data set at 5% level of significance. This means that the regression model used for this study fits the data and significantly predicts the result appropriately.

**Table 3: Constant Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.009	.160		-.056	.956
	Project planning	.478(β <sub>1</sub> )	.115	.295	4.153	.000
	Project implementation	.142(β <sub>2</sub> )	.044	.209	3.227	.002
	project Controlling	.412(β <sub>3</sub> )	.041	.644	9.995	.000

a. Dependent Variable: Project Performance of RwandAir ltd

**Source: SPSS Data (2023)**

As of the regression analysis, the following regression equivalence was established:

$$Y = -.009 + .478X_1 + .142X_2 + .412X_3$$

The regression model holding all variables were constant and project performance of RwandAir ltd presented by a unit of -.009. Additionally, project planning provides an increasing in performance of RwandAir ltd thru influence of .478 and an item advance in practice of project implementation system would be occasion towards increase in project performance of RwandAir ltd by a genetic factor of .142. A unit also increases in project control ought to increase performance of RwandAir ltd by a factor of .412. As a result, the relationship be existent as shown by the significant as P value (p=0.000<0.05), (p=0.002<0.05), (p=0.000<0.05) and had a significant positive effect on the performance in RwandAir ltd.

## 4.2 Hypothesis Testing

### Hypotheses 1

The first null hypothesis (Ho1) states that project planning (X1) has no statistically significant effect on Communication management in RwandAir projects. However, hypothesis test based on the multiple linear regression produced a coefficient of β<sub>1</sub>=.478, with p=.000<.05 at the 5% level of significance as in this table which shows that project planning (X1) had a statistically significant and positive effect on Communication management in RwandAir projects. Therefore, the researcher removes the stated first null hypothesis (Ho1) as false by

implementing the alternative hypothesis (Ha1) that: (Ha1): project planning has a statistically significant positive effect on Communication management in RwandAir projects.

### Hypotheses 2

The second null hypothesis (Ho2) revealed that electronic procurement (X2) has no statistically significant effect on Communication management in RwandAir projects. However, the regression coefficient  $\beta_2 = .142$ , with  $p = .002 < .05$  at the 5% level of significance. In Table 4.3 showed that project implementation (X2) had a positive and statistically significant effect on Communication management in RwandAir projects. Therefore, the researcher removes the stated second null hypothesis (Ho2) as false by implementing the alternative hypothesis (Ha2) that (Ha2): project implementation has a statistically significant positive effect on Communication management in RwandAir projects

### Hypotheses 3

The third null hypothesis (Ho3) stated that project controlling and evaluations has no statistically significant effect on Communication management in RwandAir projects. However, the regression coefficient  $\beta_3 = .412$  with  $p = .000 < .05$  at the 5% level of significance) indicates that project controlling (X3) had a positive and statistically significant effect on Communication management in RwandAir projects. Therefore, the researcher removes the stated third null hypothesis (Ho3) as false by effecting the alternative hypothesis (Ha3) that (Ha3): project controlling has a statistically significant positive effect on Communication management in RwandAir projects.

## 4.3 Discussion

Project planning has been highly praised by this study for improving project communication management through Content of the communication, Information frequency, Responsibility for information delivery, Risk of description...

Golin *et al.* (2017) proposed that planning in project management would described the process in the identification and selection of best channel of communication to minimize their cost and time taken for providing better quality of communication. This section provides a discussion of the basic findings from the research and associates them with results from the carefully chosen empirical literatures. The first objective focused on establishing the effect of project planning on communication performance in RwandAir LTD. The Findings show that project planning were satisfied with RwandAir LTD's for managing projects processes for the reason that the task of ensuring that customers and conform to legal and company policies and might involve the management of internal processes.

The findings by Thompson (2016) are corroborate this result by demonstrative that Project The results of the study show that there are notable positive associations between project communication, distinguished performance of the project, personal commitment and social networks. The study did not contradict Mangal (2013) who argued that managed by respondent vary in the size and complexity, with budget range from up to 250,000 US dollars to over 10 million US dollars and number of stakeholders from up to 10 till over 100 people or groups, actively involved in the project. Understanding business goals and objectives were also appeared among RwandAir LTD; s beneficiaries. Evidently as a role with its hands around the purse arrangements, project professionals need to have virtuous project planning strategies to be able to understand the core goals and objectives of organization, and its role fits addicted.

The second objective concentrated on examining the role of project implementation on the communication performance in RwandAir Ltd projects. It exposed that the technology is

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scheduled to centralized and systematize interactions among an organization, customers, and communication chain associates to increase the speed and efficiency of project performance.

Nyumu (2018) who conducted a research on the effect of the project performance Therefore, the communication skills of the project manager will affect the project performance in a timely manner and in a quality period. This study is relevant with a research done on the communication is the process of acquiring all relevant information, interpreting this information and effectively disseminating the information to persons who might need it. Communication is of vital importance to everyone involved in, and influenced by projects (David, 2018). However, this agree to end user self-service and decentralization with control over company authorized catalogues, and frictionless handling of employee demands (the ordering of goods and services) and time and cost payments

The present research did not contradict the findings on managing a project requires constant selling and reselling of ideas, explaining the scope and methodologies of the project to diverse groups of people (Cromity, 2018).

The third research specific objective was to determine the effect of communication control on performance of RwandAir project. The parameters of communication control assessed were verification of procedure efficiency, verification of communication tools, an establishing corrective measures, and reporting data. The present research did not contradict the findings of Kiradoo (2017) said communication provides more than just data transfer". It provides an opportunity for various project teams within the program to voice their concerns and concerns.

The benefits of control project in RwandAir projects are that it ensures that the performance of company's shareholders and beneficiaries meets the project requirements according to the terms agreed by a particular legal agreement. It involves different inputs, tools, techniques and outputs to complete the process. Lastly, it was correspondingly observed that project performance of RwandAir LTD was satisfied with a good management team, which enhanced their reliability to the project performance in RwandAir Ltd.

## 5. Conclusion

From analysis and discussion of information, it is undisputable specific objectives were deeply analyzed. The study variables were communication plan, communication implementation and communication control. The specific objectives were: to establish the effect of communication plan on the performance of RwandAir project; to ascertain the effect of communication implementation on the performance of RwandAir project; and to determine the effect of communication control on performance of RwandAir project.

To the first objective, the study concludes that in planning for communication of RwandAir Project, Communication in charge of communication has adopted content plan, frequency of information needed, responsibility for information delivery, and description of risks for communication. In this vein, the most commonly adopted communication plan parameters were the content of the communication, and the frequency of information needed was adequately designed. Correlational results show a significant correlation between the plan of frequency of information needed and timely delivered to beneficiaries ( $r=-0.206$ ;  $p$  value= $0.000$ ). The study findings felt that the design of frequency of information needed is significantly affecting the timely delivery of RwandAir project to beneficiaries ( $b=-0.199$ ;  $p$  value= $0.001$ ). It means that any change in communication plan affects the timely delivery of RwandAir Project to beneficiaries.

To the second objective, the study concludes that in implementing the RwandAir project, the Care International used verbal communication, written communication, non-verbal communication, sharing and distributing information. However, the most commonly used communication implementation approaches were the nonverbal communication and sharing and distributing information. The correlational analysis for effect on written communication on quality of services, timely delivery and efficient and effective use of cost allocated to projects, demonstrated that written communication is statistically significant with an increase of quality of services offered by RwandAir Project ( $r=-0.122^*$ ;  $p$  value=0.035). Results on nonverbal communication felt that it is significantly correlated with an increase in the quality of services offered by RwandAir project ( $r=-0.123^*$ ;  $p$  value=0.034). Regression analysis written communication is significantly affecting the quality of services offered by RwandAir Project ( $b=0.140$ ;  $p$  value=0.016), and nonverbal communication is significantly affecting the quality of services offered by RwandAir project ( $b=-0.138$ ;  $p$  value=0.019). Results felt that verbal communication is significantly affecting the Timely Delivered of RwandAir project ( $b=-0.038$ ;  $p$  value=-0.038). The written communication affects significantly timely delivery of RwandAir project ( $b=0.140$ ;  $p$  value=0.016), while nonverbal communication significantly affects the timely delivery of RwandAir project ( $b=-0.138$ ;  $p$  value=0.019).

To the third objective, the study concludes that the most commonly used parameters for communication control were verification of procedure efficiency, and establishment of corrective measures. Correlation results demonstrated the significant correlation between establishment of corrective measures and timely delivery of services to beneficiaries ( $r=-0.105$ ,  $p$  value=0.071). A regression analysis found a significant effect between establishment of corrective measures and timely delivery of RwandAir projects to beneficiaries ( $b=-0.115$ ;  $p$  value=0.049). Based on the study findings the study recommends an assumed communication-management improvement model for successful project delivery. Communication can be considered as the critical factors required in non-governmental organizational projects to enhance communication practice for project performance in Rwanda. It is recommended that project managers may use the study findings in the sense that communication as the foundation that supports the pillars and cornerstones for achieving the project objectives.

Project managers are expected to learn the communication theories and come up with the best communication model that is suitable for the context of communication. Future studies are needed to expand the sample size and look at the internal and external communication in a wider sample. Theories in the areas of external communication are too limited in this study, further studies are important in the way to include more exploration of theories in the aspects of external communication.

## 6. Recommendations

In reference to the findings and conclusion, the study recommends that the key project in communication actors should come with viable ways of managing the communication process. The recommendations are given and formulated based on the findings from the research that has been conducted in the airline companies especially in RwandAir LTD. Project Management in charge of communication in RwandAir LTD needs to improve satisfactory and more effective as well meet its objectives as it expects. RwandAir managements LTD should arrange for internal control to enhance and motivated staff of the communication department. In order to ensure the proper policy and procedures of planning, controlling and rapid technological flexibility. Which will lead to provision of accurate and reliable project information needed. They should also make available training programs to all employees of RwandAir LTD, especially those departments related to a researcher's sample size as respondents, aimed at

reducing and removing the challenges such as employees that have been presented by the researcher are needed.

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